FIRST AMENDMENT

This Amendment made and entered into this 9 day of March, 2021, by and between Pinellas County, a political subdivision of the State of Florida, hereinafter referred to as “County,” and Mirage Software, Inc. dba Bourntec Solutions Inc. hereinafter referred to as “Contractor,” (individually referred to as “Party”, collectively “Parties”).

WITNESSETH:

WHEREAS, the County and the Contractor entered into an agreement on August 28, 2020, pursuant to Pinellas County Contract No. 190-0719-G(PW) (hereinafter “Agreement”) pursuant to which the Contractor agreed to upgrade the existing Oracle E-Business Suite landscape for County; and

WHEREAS, the County and the Contractor now wish to modify the Agreement in order to provide for additional services as defined in Exhibit A-2 Bourntec BI Upgrade SOW, Exhibit A-3 Bourntec EBS Upgrade Functional Analyst Services, and Exhibit A-4 Bourntec Organizational Change Management services at the same terms, and conditions;

NOW THEREFORE, the Parties agree that the Agreement is amended as follows:

1. Section 6 is revised to reflect the increase in the amount of $1,030,800.60, for a revised total not to exceed amount of $1,580,800.60.
2. Exhibit A-2 Bourntec BI Upgrade SOW, Exhibit A-3 Bourntec EBS Upgrade Functional Analyst Services, and Exhibit A-4 Bourntec Organizational Change Management services is incorporated into this Agreement.
3. Except as changed or modified herein, all provisions and conditions of the original Agreement and any amendments thereto shall remain in full force and effect.

Each Party to this Amendment represents and warrants that: (i) it has the full right and authority and has obtained all necessary approvals to enter into this Amendment; (ii) each person executing this Amendment on behalf of the Party is authorized to do so; (iii) this Amendment constitutes a valid and legally binding obligation of the Party, enforceable in accordance with its terms.

IN WITNESS WHEREOF the Parties herein have executed this First Amendment as of the day and year first written above.

PINELLAS COUNTY, FLORIDA
by and through its Board of County Commissioners

Dave Eggers
Chairman

APPROVED AS TO FORM

By: *Jacina Parson*
Office of the County Attorney

BOARD OF COUNTY COMMISSIONERS
SEAL
PINELLAS COUNTY, FLORIDA

ATTEST: KEN BURKE, CLERK
By:
Deputy Clerk

CONTRACTOR:

Authorized Signature

SRUJANA GUDUR
Printed Authorized Signature

PRESIDENT
Title Authorized Signature

BOURNTEC SOLUTIONS

Statement of Work

Submittal to:

Pinellas County

For:

OBIEE/OBIA 12c UPGRADE

Submitted by:

BOURNTEC SOLUTIONS

1701 E Woodfield Road Suite 200
Schaumburg, IL 60173
Phone: 224-232-5090 Facsimile: 847-805-6392
www.bourntec.com

(MWBE AND SBA SMALL BUSINESS)

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1. Executive Summary

Established January 1, 1912, Pinellas County (hereinafter "County") is one of the most densely populated counties of Florida. Pinellas County is 38 miles long and 15 miles at its broadest point, for a total of 280 square miles and 588 miles of coastline. It is the second smallest county in the state of Florida.

County desired to upgrade their existing Oracle Business Intelligence (OBIEE & OBIA) landscape. In a nutshell, County would like to carry out the following:

1. Upgrade Oracle Business Intelligence (OBIEE) system from 11.x to 12.x (latest & greatest per Oracle certification matrix)
2. Upgrade Oracle Database to 19c
3. Upgrade Oracle Business Intelligence Applications from 7.9.6.4 to 11.x.x.x (latest & greatest as per Oracle certification matrix)
4. Informatica & DAC needs to be decommissioned
5. Seamless assessment, analysis, and remediation of existing mappings, transformations and their elimination and/or migration to the new ODI environment
6. All the existing mappings & transformations need to be migrated to Oracle Data Integrator (ODI)
7. Multi-track (application, database and platform) upgrade with an initial focus on technology stack refresh to take advantage of technology improvements
8. Identification of new features/functions to address the current system issues (e.g. incremental loads) and requested changes to assist the business
9. Ensure business as usual (BAU) during migration/upgrade to new release
10. Ensure proper integration of the upstream and downstream systems
11. Technical Knowledge Transfer to key BTS resources, including:
    a. Oracle Data Integrator mappings and load plans
    b. Oracle BI Analytics (OBIA) load plan and schedules
    c. Oracle Business Intelligence (OBIEE)
        i. Instance Strategy
        ii. Maintenance Strategy
        iii. Operational Strategy
    d. Oracle Database 19c
        i. Sysadmin enhancements
        ii. Patching enhancements
        iii. Tuning and Auto Indexing
        iv. Monitoring

Bourntec Solutions, Inc. (hereinafter "Bourntec"), is a CMMI Level 3 certified Oracle Gold Partner and Amazon Advanced Partner – Public Sector Partner, which is a certified minority and women business enterprise with a primary focus in Oracle Business Intelligence implementations, rollouts, integrations, upgrades, and managed services.

- Over 25 years of experience across diverse industries, specifically Oracle consulting services
- Proven expertise in technical consulting and infrastructure expertise across implementations and upgrades, performance tuning, system sizing, maintenance, and database administration managed services

Bourntec thanks County for the opportunity to present this Statement of Work (SOW) for their Oracle Business Intelligence upgrade. Bourntec is well-positioned to provide the necessary services by doing an upgrade of the existing Oracle Business Intelligence system.

At Bourntec, there has been a constant pursuit of excellence across business processes and technologies complemented by an effective leverage of expertise acquired in ERP implementations and other related services. Our team of highly skilled and trained consultants display their competence with their superior consulting skills, technical expertise, domain knowledge and high-quality project management skills. Bourntec has been providing high quality ERP services to customers in various domains including Consulting, Services, Manufacturing, Banking, Public Sector, and several other industries. We have provided viable, sustainable solutions to our clients across various verticals for over two decades in ERP systems implementations, integrations, upgrades, and managed services. Bourntec has provided various ERP services to 40+ clients across the globe.

Bourntec shall leverage its extensive experience and effective practices that have been developed over the last 25 years in providing ERP services across the globe and complete the engagement successfully.

1.1 Overview of Proposed Solution

After the current Business Intelligence landscape at County and follow up discussions, Bourntec proposes an out of place upgrade of Oracle Business Intelligence (OBIEE) system. Once the OBIEE upgrade is successful, subsequent OBIEE artifacts can be moved to the target version (12c). Soon after OBIEE upgrade, OBIA application will be staged for the major version upgrade. As there is no direct path to upgrade the current version (7.9.6.4) of OBIA to the target version, Bourntec will use its internal accelerators to perform the desired upgrade. Once the desired upgrade version of OBIA is achieved, Bourntec will leverage its migration accelerator to migrate necessary artifacts from Informatica to ODI. Custom mappings, transformations, variables and workflows will be analyzed and if possible Bourntec will perform retrofit and remediation, possible business function enhancement, leverage new features, and possibly accelerate, the new release capabilities and adoption, user acceptance testing, training, handover and HyperCare.

The table below outlines the key activities performed during the BI upgrade for County.

Business Intelligence OBIEE/OBIA Upgrade – Key Activities and Goals
▪ Acquire, Analyze, Access and Gather County's Oracle Business Intelligence (OBIEE/OBIA) environments. ▪ Identify & Prioritize custom mappings SDE & SILs of Informatica system ▪ Technical Upgrade of Business Intelligence Environment from 11.1.1.9.0 to 12.x.x.x.x (latest & greatest compatible) ▪ Upgrade of OBIA from 7.9.6.4 to 11.x.x.x.x (latest & greatest compatible) ▪ End-to-end upgrade impact analysis of Oracle Business Intelligence system ▪ Database upgrade to 19c ▪ Make adjustments and perform additional upgrade/iterations ▪ Build/leverage test scripts and test all current functionality including customizations ▪ Lead System Integration tests ▪ Support Process Integration Testing and User Acceptance Testing ▪ Approve Go-Live Schedule and Prepare for Production Upgrade ▪ Support End User training ("train-the-trainer") based on newly enabled functionality ▪ Execution of Production Cutover ▪ Support Production stabilization post go-live (i.e. HyperCare-Support Post Go-Live) ▪ Post upgrade break-fixes and troubleshooting ▪ Support HyperCare for 4 weeks post go-live

For detail on proposed solution please refer Proposed Solution Approach section.

1.2 Upgrade Methodology

Based on our understanding, County needs an on-premise upgrade of Oracle Business Intelligence from 11g to 12c. The upgrade must ensure the current customizations (ETLs) will not break and business would be as usual post-upgrade. Bourntec proposes to perform an on-premise upgrade in an accelerated method to ensure the adoption of new release. This method would also help County to track the progress in a timely manner and quickly realize the new features of the release.

Bourntec needs to access the existing environment provisioned by County for their Business Intelligence upgrade. Once the environment is set, we will start the technical upgrade of the existing Oracle Business Intelligence (OBIEE) application to 12c. A multi-track upgrade (OBIA, Database & ODI) to Oracle Business Intelligence will be performed, and all the existing custom mappings, including interfaces and online batch processes, will be retrofit after upgrade. Bourntec shall provide role-based training to users and provide HyperCare support post Go-Live to County.

We propose to use our in-house project methodology to deliver this project. The methodology will be configured to meet the needs of a multi-track upgrade of Oracle Business Intelligence to 12c, and customizations retrofit later. Bourntec shall utilize our lab-based approach for the project of the Oracle Business Intelligence upgrade for County to effectively meet the business requirements, timelines, and reduce the overall project costs.

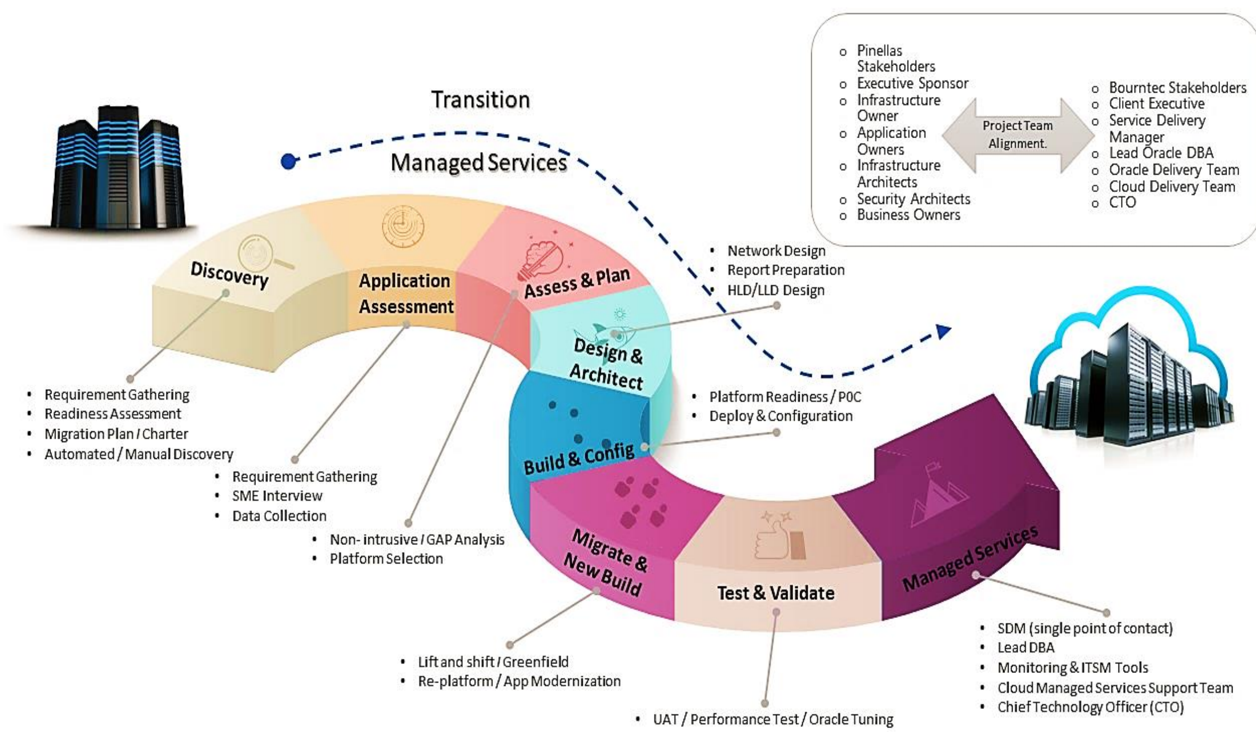


Figure 1. Bourntec Oracle Upgrade Methodology (Generic)

1.3 High-level Project Timeline

Bourntec uses the Project Management Framework based on the industry standard project management body of knowledge (PMBOK) to manage this project. The primary objective of this framework is to manage this project utilizing proven best practices for ensuring completion on time within the budget while mitigating risks.

The following implementation timeline is devised based on our experience and expertise in similar engagements (see figure 2). The key features of the plan include:

- High parallelism of activities
- Confirmation of project scope, approach, and cost. Key decision points will include agreement on the overall implementation and roll-out strategy
- Deployment of mandatory functionalities in the form of sprints, with incremental deployment of nice-to-have functionalities, customisations & other components
- Ability to embed new requirements during project execution
- Collaborative approach for prototyping to production
- Measuring progress in series of short iterations using Scrum approach
- Go/No-Go Decision at the completion of UAT and prior to configuring application set-ups in the production environment and data conversion
- Usage of solution accelerators wherever applicable
- Leveraging knowledge of existing Bourntec support team
- Accessing Bourntec's internal Center of Excellence's (CoE) and Bourntec's Solution and Services Center
- Leverage Agility testing methodologies to support technical task execution and validation.

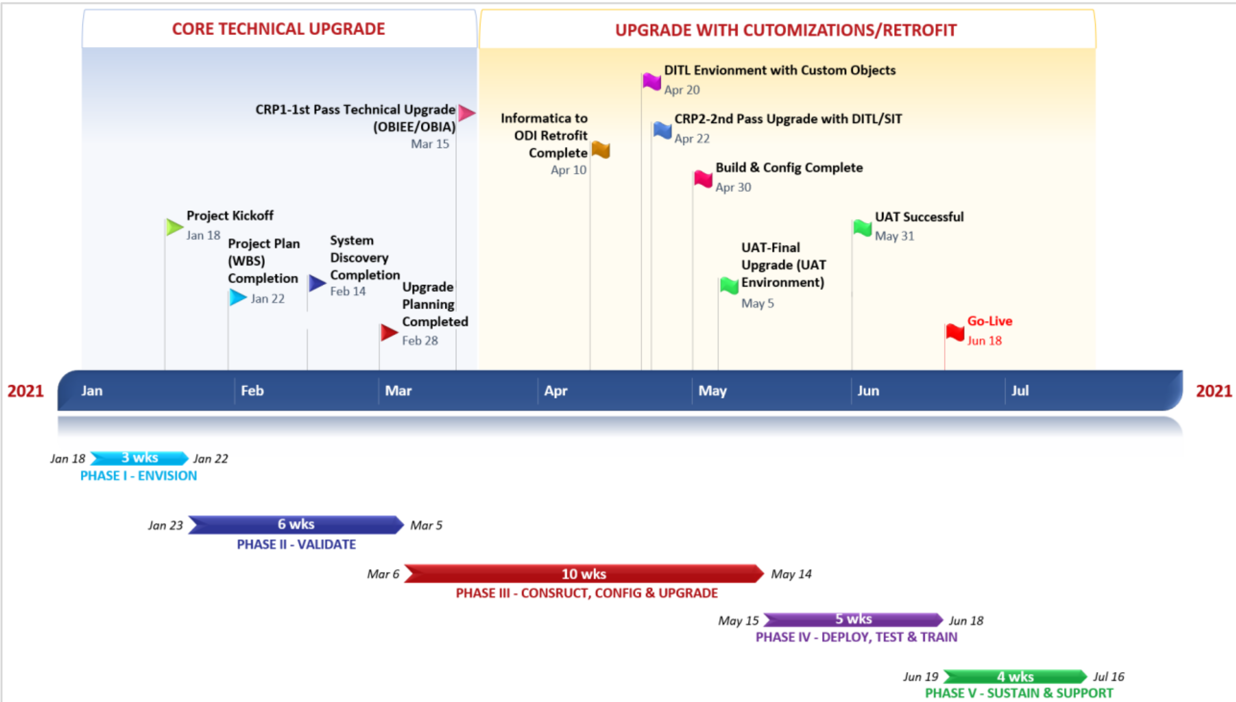


Figure 2. High-level BI Upgrade Project Timeline with Milestones

1.4 Why Bourntec

Bourntec has over 25 years of experience in providing Oracle services. Bourntec has the deep knowledge and vast experience in how Business Intelligence functions best for the industry-specific needs. Bourntec services to customers come with a package of industry experience, in-house techniques, reusable components and accelerators. We know how to provide comprehensive services and enable our customers to maximize returns on their Oracle BI investments.

Bourntec's Oracle practice strengths:

- 25 years of experience
- Oracle Partner; Oracle Service track Accreditation
- Incorporating and delivering services utilizing the latest and best practices
- Certified and experienced professionals with functional, technical and domain knowledge
- Experienced in providing services to both public and private sector customers

Bourntec provides a unique benefit in allowing the County to have the seamless upgrade of Oracle Business Intelligence and OBIA migration/remediation to occur at the same time without any effect to the current operations. Our services for County include the following:

- Proven Upgrade Lab based Methodology
- Proven Oracle BI architecture, design and implementation Approach
- Multi-track upgrade of Oracle Business Intelligence delivered on-premise
- Highly knowledgeable, skilled, certified and experienced Oracle resources

1.4.1 Bourntec Oracle Practice

Bourntec has a mature Oracle practice with a key focus on Oracle technologies. A snapshot of Bourntec's Oracle practice offering is presented below:

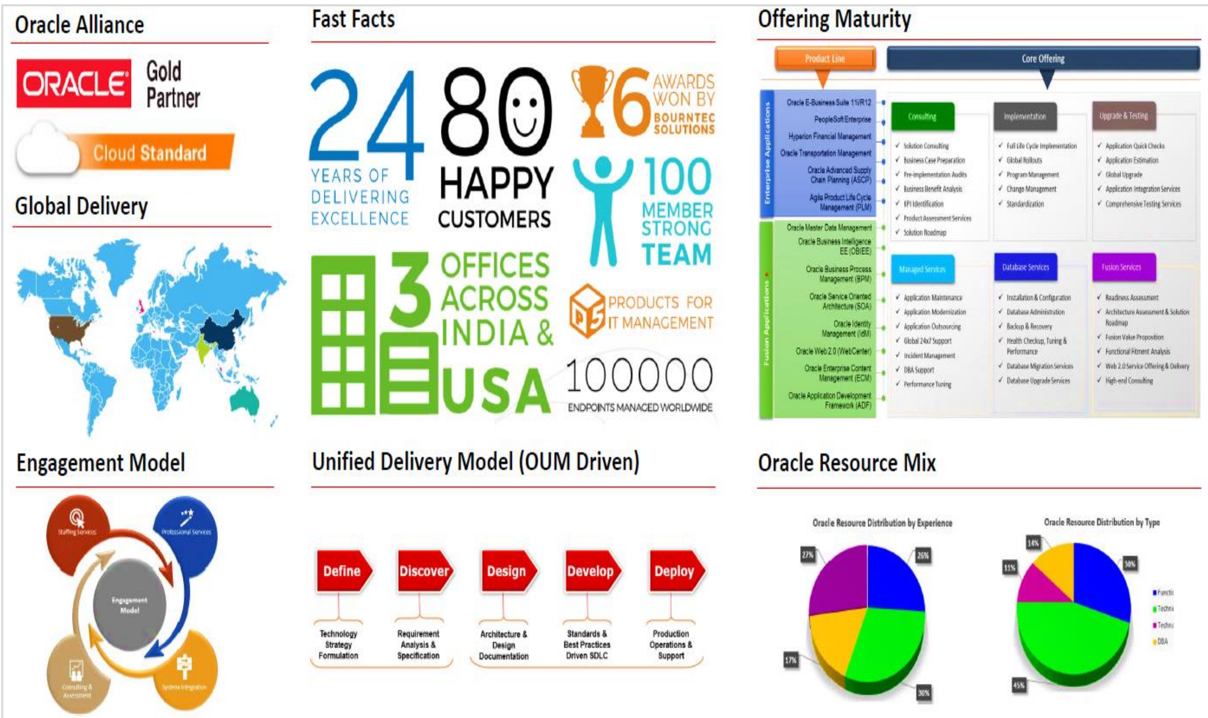


Figure 3. Bourntec At-a-glance (Oracle Practice)

1.4.2 Bourntec Technology Journey

Bourntec has vast experience in Oracle tools and technologies, especially with the Oracle Business Intelligence.

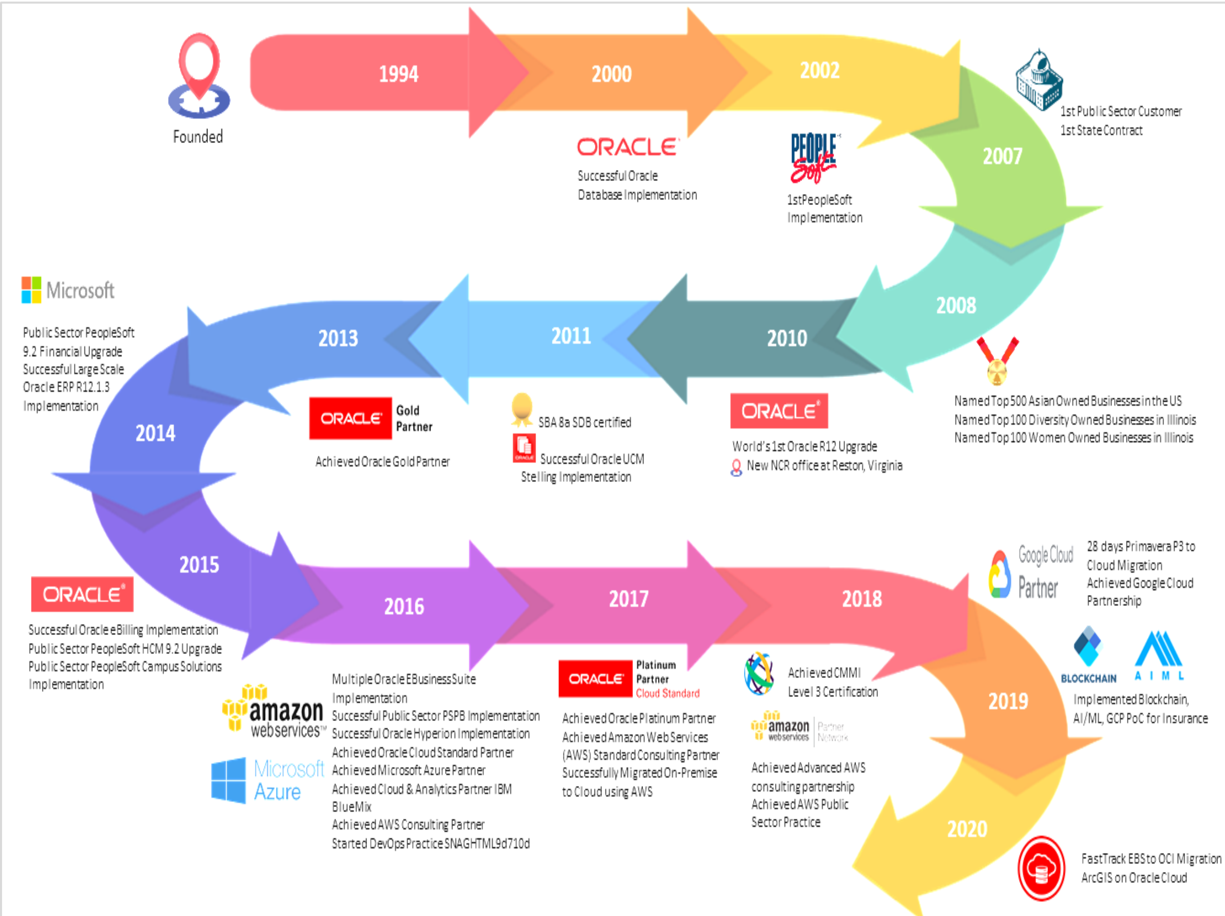


Figure 4. Bourntec Technology Journey

1.4.3 Bourntec Differentiators

Coupled with Bourntec's rich Oracle experience, the "Upgrade Lab" is an environment where customer can visualize and simulate the end-state vision much before the actual go-live. With Bourntec's proven BI upgrade expertise and experience, there would be accelerated migration to cloud with no to zero IT and business involvement. Bourntec's process and technology experts not only configure and setups the cloud environment but also analyze the code and customizations. Expert upgrade team at Bourntec will upgrade the environment in an accelerated way with zero disruption.

The below diagram highlights the benefit of using ***Bourntec's Oracle Upgrade Lab*** (BOUL™) as opposed to a traditional upgrade approach.

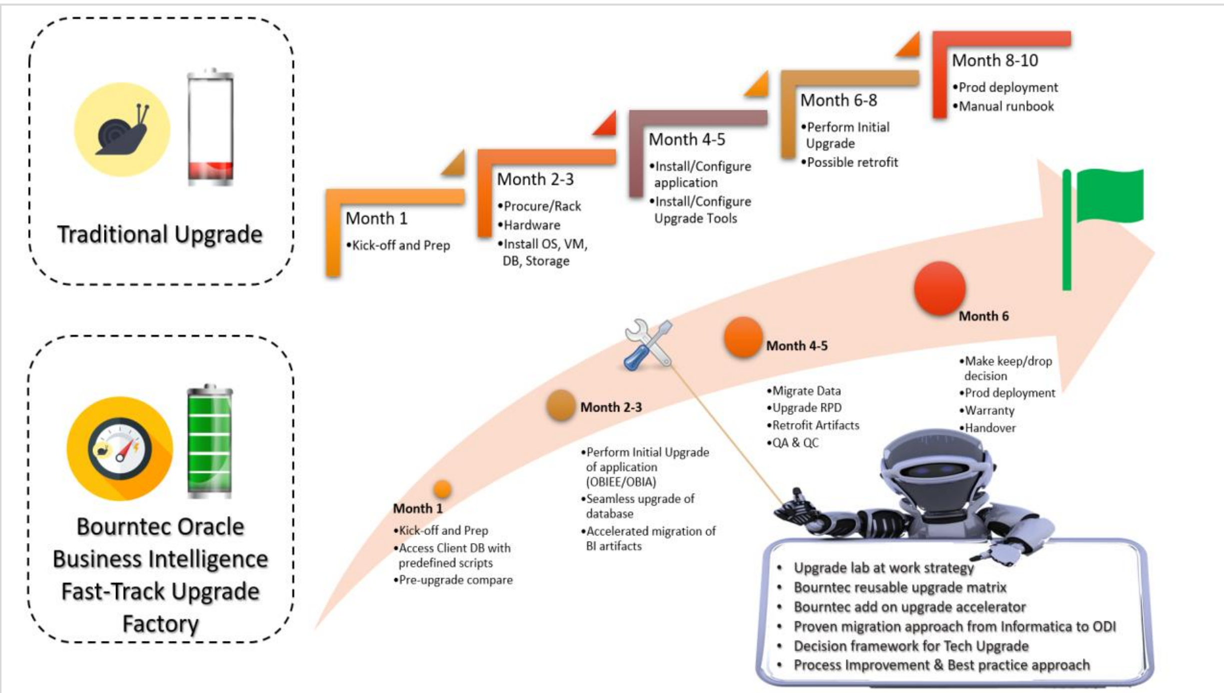
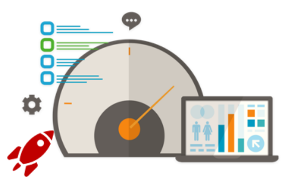


Figure 5. Bourntec Oracle BI Accelerator # 1 – Upgrade Lab

The 2nd accelerator of Bourntec focuses on fast analysis of existing customizations which will result in a seamless retrofit. The below diagram depicts a few key additions to County's current Business Intelligence customizations.

Bourntec Assets



- ✓ Organizational Process Assets
- ✓ Digital Library of Reusable Artifacts
- ✓ Bourntec Accelerators

Value Proposition to Pinellas County

1. Precise analysis of as-is and to-be processes for BI upgrade
2. Thorough fit-gap inspection custom mapping before migration
3. Leverage organizational process assets (fit-gap templates, accelerators, reusable docs etc.) to accelerate the upgrade process
4. Utilize free Bourntec Lab environment to simulate load plans and the retrofit custom mappings
5. Seamless and accelerated migration of custom Informatica mappings, transformations & workflows
6. Bourntec's proven upgrade expertise and experience in OBIEE, Database & OBIA

Figure 6. Bourntec Oracle BI Accelerator # 2 – Acclerated Fit-Gap Analysis

Bourntec's 3rd accelerator is readymade for the Oracle Business Intelligence Cloud Service sandbox. County can reap the benefit of an already established BI environment as depicted in the below diagram:

Bourntec's Investment

Bourntec's Oracle Business Intelligence Cloud Service (BICS)
&
Oracle Analytics Cloud (OAC) Sandbox

Value Proposition to Pinellas County

1. CRP could be seamless and quite quickly performed with ROI realization for County's BI Upgrade
2. Sneak peak Oracle BICS & Analytics Cloud to leverage new features and functionalities
3. DITL (Day-in-the-life) demos carried out for end users to better prepare for upcoming changes
4. Early prototype of new feature releases mapped to County's business requirements and thus by saving time
5. Quickly design, prototype, test and demonstrate new release features and functions.
6. OCI sandbox could mimic some of the business processes used at County
7. Bourntec Upgrade Lab along with proven accelerators saves ample time and does the heavy lifting for County

Figure 7. Bourntec Oracle BI Accelerator # 3 – BICS & OAC Sandbox

2. Scope of Services

This section provides summary of in-scope and out-of-scope items. Also covers the critical success factors and key assumptions for County's Oracle Business Intelligence Application upgrade.

2.1 Scope Inclusion

Bourntec shall provide the following services for the Oracle Business Intelligence & Application upgrade and subsequent custom Informatica objects migration, retrofit and remediation.

- Validate the following for upgrade environment allocation
  - Networking and Connectivity, HTTP/HTTPS
  - Compute and Storage
  - Security
  - Capacity planning for upgrade
- Analyze and prepare the existing 11g system in preparation for migration to 12c
- Upgrade of current Oracle Business Intelligence (OBIEE) to 12c & Database to 19c utilizing allocated environment and supporting licensed Oracle software environments:
  - Bourntec will perform the Oracle-provided technical upgrade steps working primarily in the County's environment using a VPN
  - In addition to the execution of the upgrade, Bourntec will create a Playbook defining the required steps to execute this function for the creation of other instances and production cut over
- Upgrade of current Oracle Business Intelligence Application from 7.9.6.4 to 11.x (latest and greatest) utilizing allocated environment and supporting Oracle software environments:
- Bourntec will provide technical support during Retrofitting (Unit), Systems and User Acceptance Testing
- Install and configure Oracle OBIEE for out of place upgrade from version 11.1.1.9.0 to 12.x (latest and greatest)
- Export and Import of OBIEE jar files from 11g to 12c
- Install Oracle Data Integrator version 12.2.1.3.2
- Install and configure Oracle BI Applications (Finance, HR, Procurement & Projects)
- Migration of OBIA artefacts from version 7.9.6.4 to 11.1.1.10.3
- Migrate BI Publisher Configuration. Migrate scheduler jobs and history
- Perform validation by compare with the earlier Baseline report generated with the one created in 12c
- Perform 3 Iterations for upgrade of all OBIEE components from existing 11g to above mentioned 12c version (DEV, TEST & PROD)
- Migration of Environments DEV-TEST-PROD for faster setup. Production Cutover planning and check lists
- Bourntec will work jointly with County resources to execute the final move to OBIEE/OBIA 12c production
- For LDAP authentication, Bourntec will be responsible for configuration from OBIEE perspective
- Bourntec will provide knowledge transfer throughout the project through discussions and deliverables with Pinellas County team members
- Bourntec will provide knowledge transfer on an iterative basis throughout the project through discussions and deliverables with County team members

- Bourntec will provide configuration documentation for new functionality and will leverage existing technical setup documents for changes in configurations. County is responsible for updating BI technical documents that are not up to date or when they are responsible for changes (i.e. assigned custom mappings)
- Production Cutover planning Playbook and check lists
- Bourntec will work jointly with County's resources to execute the final move to Oracle Business Intelligence production
- Bourntec will provide 4 weeks of post-production remote support beyond the go live date for any issues related to the execution of the system upgrade and/or custom configuration.

Bourntec has provided County with a consulting rate table within this SOW to be leveraged for any ad-hoc requests; such extended functionality not yet deployed at County may require business requirements gathering, demo(s), business case justification, etc. are out of scope of this SOW and will require a new change order. It is Bourntec's recommendation that such requests that impact the timeline and budget of this project be documented and executed in future releases to reduce project risk.

2.2 Scope Exclusion

All processes and activities which have not been explicitly included within the project's scope have to be considered out of scope.

The following activities are out of scope for this engagement:

- Procurement of Oracle or third-party software licenses is the responsibility of County
- Configuration of any updates to the Oracle Business Intelligence security
- Setup / Configuration / Enablement of SSO, High Availability and Disaster Recovery for OBIEE, OBIA, ODI applications and databases
- Oracle Business Intelligence business process reviews that are not required by Oracle upgrade requirements; beyond County customization assessment; and/or addressing current issues and request that cannot be performed within the approved schedule and budget
- Implementation of any new Oracle Business Intelligence functionality currently not being leveraged by County that cannot be performed within the approved schedule and budget
- Any third-party application upgrade and/or fit to Oracle BI 12c or Database 19c technology stack
- Conversion of any reports other than BI (XML) Publisher
- Boundary system integration and upgrade because of Business Intelligence new release 12c.
- Server Management, Storage Management, Backup system Management, Datacentre Operations Team / Hands and Feet Support

Any additional work not included in this SOW will require a Change Order. Any change of scope may result in revisions to the project schedule, resources, and costs. County must authorize, in writing, all change activity prior to any work beginning.

2.3 Custom Mapping Complexity Distribution

Bourntec analyzed the current custom Informatica mappings in County. Figure 8 represents the complexity distribution of current Informatica mappings.

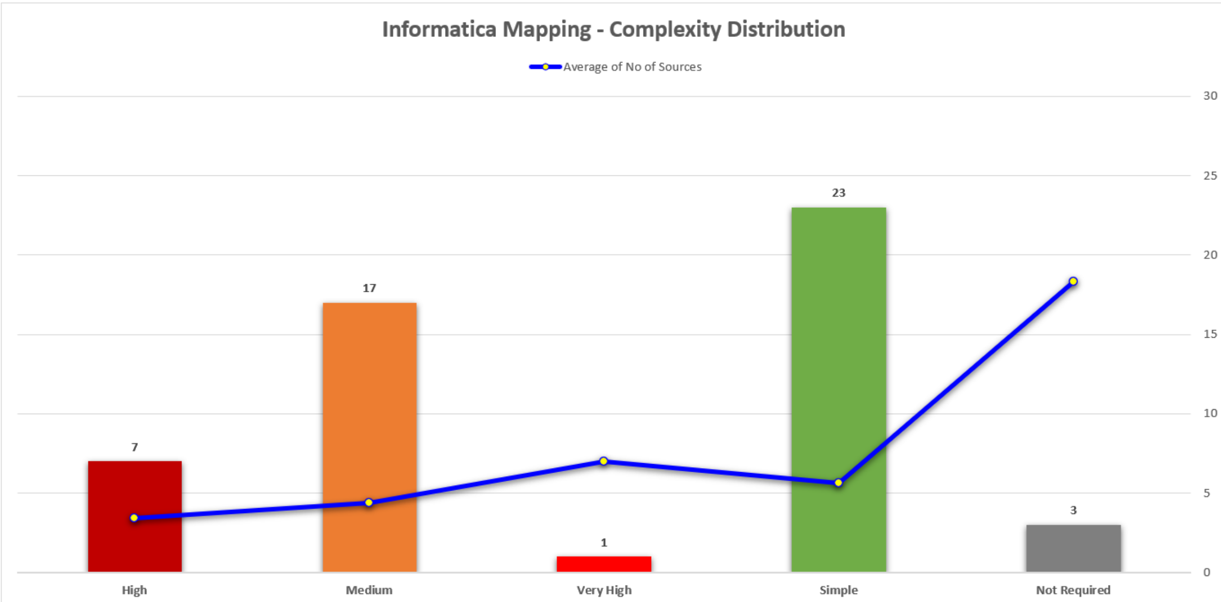


Figure 8. **Informatica Maaping Complexity Distribution**

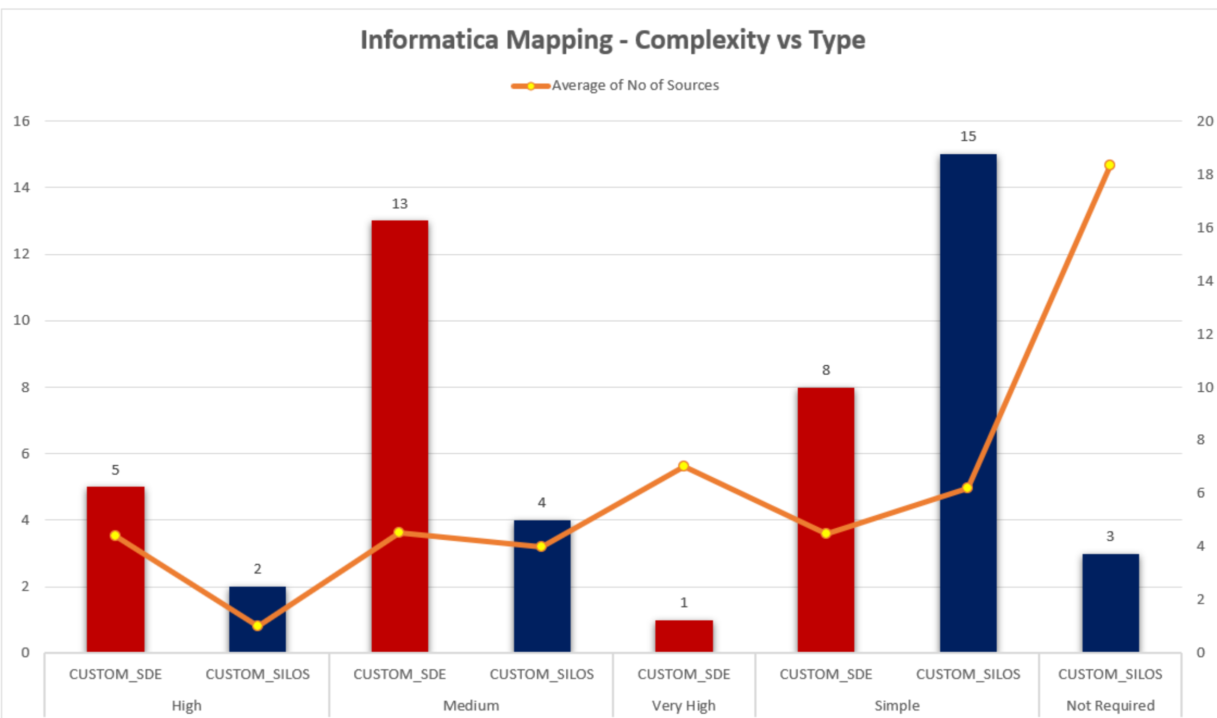


Figure 9. **Informatica Mapping Complexity Distribution**

The following table further details about the complexity of the mappings.

Mapping Name	Folder	Complexity	No of Sources
Custom_SDE_ORA_Custom_EmployeeCostingDimension	CUSTOM_SDE	Medium	2
Custom_SDE_ORA_EIT_EmployeeDimension	CUSTOM_SDE	Medium	2
Custom_SDE_ORA_SIT_EmployeeDimension	CUSTOM_SDE	High	5
SDE_ORA_APInvoiceDistributionFact	CUSTOM_SDE	High	3
SDE_ORA_BusinessLocationDimension_Employee	CUSTOM_SDE	Simple	8
SDE_ORA_BusinessLocationDimension_ReceivingLocation	CUSTOM_SDE	Medium	12
SDE_ORA_EmployeeDimension	CUSTOM_SDE	Very High	7
SDE_ORA_HRPositionDimension	CUSTOM_SDE	Medium	7
SDE_ORA_JobDimension	CUSTOM_SDE	Simple	4
SDE_ORA_PartyOrganizationDimension_Customer	CUSTOM_SDE	Medium	8
SDE_ORA_PayGradeDimension	CUSTOM_SDE	Simple	1
SDE_ORA_PayrollFact	CUSTOM_SDE	High	8
SDE_ORA_Project	CUSTOM_SDE	Simple	9
SDE_ORA_ProjectContracts	CUSTOM_SDE	Simple	5
SDE_ORA_ProjectCostLine	CUSTOM_SDE	Simple	6
SDE_ORA_ProjectExpLine	CUSTOM_SDE	Simple	1
SDE_ORA_PurchaseCostFact	CUSTOM_SDE	High	1
SDE_ORA_PurchaseCostFact_AgreementMatch	CUSTOM_SDE	Medium	5
SDE_ORA_PurchaseOrderFact	CUSTOM_SDE	Medium	6
SDE_ORA_PurchaseRequisitionLinesFact	CUSTOM_SDE	High	5
SDE_ORA_PurchaseScheduleLinesFact	CUSTOM_SDE	Medium	8
SDE_ORA_RequisitionLinesCostFact	CUSTOM_SDE	Simple	2
SDE_ORA_Stage_APTransactionFact_AGGRDerive	CUSTOM_SDE	Medium	2
SDE_ORA_Stage_APTransactionFact_GRFAGGR_PreDerive	CUSTOM_SDE	Medium	2
SDE_ORA_Stage_APTransactionFact_GRFDerive	CUSTOM_SDE	Medium	1
SDE_ORA_SupplierAccountDimension	CUSTOM_SDE	Medium	2
SDE_ORA_TaskDimension	CUSTOM_SDE	Medium	2
Custom_SIL_Custom_EIT_EmployeeDimension	CUSTOM_SILOS	High	1
Custom_SIL_Custom_EmployeeCostingDimension	CUSTOM_SILOS	Simple	1
Custom_SIL_Custom_EmployeeDimension	CUSTOM_SILOS	High	1
SIL_APInvoiceDistributionFact	CUSTOM_SILOS	Simple	1
SIL_APTransactionFact	CUSTOM_SILOS	Simple	1
SIL_APTransactionFact_GL_Info_Update	CUSTOM_SILOS	Medium	1
SIL_EmployeeDimension	CUSTOM_SILOS	Medium	1
SIL_HRPositionDimension	CUSTOM_SILOS	Medium	1
SIL_JobDimension	CUSTOM_SILOS	Simple	1

Mapping Name	Folder	Complexity	No of Sources
SIL_PartyOrganizationDimension	CUSTOM_SILOS	Simple	1
SIL_PayGradeDimension	CUSTOM_SILOS	Simple	1
SIL_PayrollFact	CUSTOM_SILOS	Simple	1
SIL_ProjectContractsDimension	CUSTOM_SILOS	Simple	1
SIL_ProjectContractsDimension_Unspecified	CUSTOM_SILOS	Not Required	19
SIL_ProjectCostLine_Fact	CUSTOM_SILOS	Simple	1
SIL_ProjectDimension	CUSTOM_SILOS	Simple	15
SIL_ProjectDimension_Unspecified	CUSTOM_SILOS	Not Required	23
SIL_ProjectExpLine_Fact	CUSTOM_SILOS	Simple	15
SIL_ProjectTaskDimension	CUSTOM_SILOS	Simple	13
SIL_ProjectTaskDimension_Unspecified	CUSTOM_SILOS	Not Required	13
SIL_PurchaseCostFact	CUSTOM_SILOS	Simple	10
SIL_PurchaseOrderFact	CUSTOM_SILOS	Simple	15
SIL_PurchaseRequisitionLinesFact	CUSTOM_SILOS	Medium	13
SIL_PurchaseScheduleLinesFact	CUSTOM_SILOS	Simple	16
SIL_RequisitionLinesCostFact	CUSTOM_SILOS	Simple	23
SIL_SupplierAccountDimension	CUSTOM_SILOS	Simple	1

P.S: *The above observations are high-level and our initial thought on the mappings. Though we don't expect significant changes to the Complexity, but there could be few alterations one the actual project kicks-off.*

Besides the Informatica mappings, County currently has following custom mappings in ODI 11g. They are

1. PRJ_BI
2. CROSSWALK
3. PAY_COST_LOAD
4. CONTRACT Module

Figure 10 illustrates the complexity distribution of custom ODI mappings of above projects/modules.

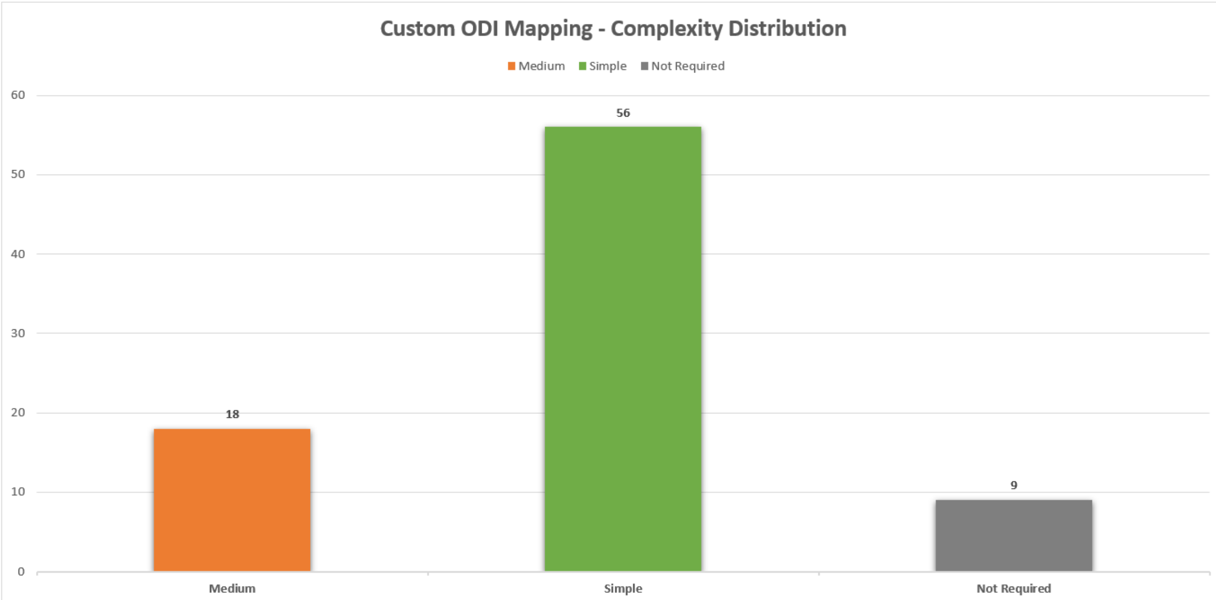


Figure 10. Custom ODI (PRJ_BI, CROSSWALK, & CONTRACT etc.) Complexity Distribution

Following table lists all objects and interfaces per module. At a high-level, the complexity rating has also derived and mentioned in "*Complexity*" column.

Module	Section	Objects/Interfaces	Complexity
PRJ_BI	S_REQUISITION	INT.1.WC_CATEGORY_D	Simple
	S_REQUISITION	INT.1.WC_EXPENDITURE_TYPE_D	Simple
	S_REQUISITION	INT.1.WC_LINE_TYPE_D	Simple
	S_REQUISITION	INT.1.WC_REQUISITION_D	Simple
	S_REQUISITION	INT.1.WC_REQUISITION_FS_INSERT	Simple
	S_REQUISITION	INT.1.WC_REQUISITION_F	Medium
	S_REQUISITION	INT.1.WC_RQSTN_COST_TMP	Medium
	S_REQUISITION	INT.1.WC_RQSTN_LINE_COST_F.Upsert	Medium
	S_REQUISITION	INT.1.WC_discplinary_ACTION_V	Simple
	S_REQUISITION	Prc.8.W_RQSTN_LINE_COST_F.Upsert	Simple
	S_REQUISITION	Prc.WC_DISCPLINARY_ACTION_V	Simple
	S_PURCHASING	INT.WC_APPROVALCODE_D.upsert	Simple
	S_PURCHASING	INT.WC_PO_LINES_D.upsert	Simple
	S_PURCHASING	INT.WC_PO_SCHEDULE_D.Upsert	Simple
	S_PURCHASING	INT.WC_PO_INFO_D.Upsert	Simple
	S_PURCHASING	INT.WC_CONTRACT_D	Simple
	S_PURCHASING	INT.WC_PO_FS	Simple
	S_PURCHASING	INT.WC_PURCHASING_F.Upsert	Medium
	S_PURCHASING	Prc.WC_SUPPLIER_ACCOUNT_D.upsert	Simple

Module	Section	Objects/Interfaces	Complexity
	S_PURCHASING	INT.W_VENDOR_PURCH_CODES_D.Insert	Simple
	S_WC_EMP_ASSIGNMENT_DX_INSERT	Prc.WC_EMP_ASSIGNMENT_DX.insert	Medium
	S_INS_PROFESSIONAL_EXTERNAL_LEARNERS	Insert.Professional.External.Learners	Simple
	S_CUSTOM_VACANCY_PACKAGE	Execute Custom Vacancy Package	Simple
	S_ACTION_HISTORY	Int.1.WC_APPROVALCODE_D.Upsert	Simple
	S_ACTION_HISTORY	Int.2.WC_APPROVAL_GROUP_D	Simple
	S_ACTION_HISTORY	Int.4.WC_REQ_ACTNHSTRY_FS	Simple
	S_ACTION_HISTORY	Int.1.WC_REQ_ACTIONHISTORY_F.PO	Simple
	S_ACTION_HISTORY	Int.2.WC_REQ_ACTIONHISTORY_F.REQ	Simple
	S_GL_ENCUMBRANCE	INT.WC_GL_ENCUMBRANCE_FS.Upsert	Simple
	S_GL_ENCUMBRANCE	Int.1.WC_GL_ENCUMBRANCE_FS.Insert	Medium
	S_GL_ENCUMBRANCE	Int.2.WC_GL_ENCUMBRANCE_FS.Insert	Medium
	S_GL_ENCUMBRANCE	INT.WC_GL_ENCUMBRANCE_F.Upsert	Medium
	S_PAYMENTS	Int.WC_AP_CHECK_DS.Insert	Simple
	S_PAYMENTS	Int.WC_AP_CHECK_D.Upsert	Simple
	S_PAYMENTS	Prc.WC_AP_XACT_FS.Insert	Simple
	SCEN_FLAG_UPDATE	Prc.Flag.Update	Simple
	S_SUBLEDGER	Prc.1.Subledger.transactions.insert	Simple
	S_SUBLEDGER	Int.3.Load into Fact	Simple
	S_SUBLEDGER	Int.4.Load into Fact	Simple
	S_SUBLEDGER	Int.5.Load into Fact	Medium
	S_SUBLEDGER	Prc.4.Analyze Table	Simple
	S_SUBLEDGER	Prc.WC_GL_SUBLEDGER_FS1.Insert	Simple
	S_SUBLEDGER	Scenario Int1 Load Into Fact Stage	Medium
	S_SUBLEDGER	Prc Avoid Unique Constraint Error	Simple
	P_PAY_COST	scenario PRC1_COSTING INFORMATION	Not Required
	P_PAY_COST	scenario PRC1_1_A_COSTING_TO_GL	Not Required
	P_PAY_COST	Prc.2.Pay.Hours	Not Required
	P_PAY_COST	Prc.3.input.Values	Not Required
	P_PAY_COST	Int.4.Combinging	Not Required
	P_PAY_COST	Int.5.W_PAY_COST_F.Insert	Not Required
	P_PAY_COST	Prc.4.Future.Pay	Not Required
	P_PAY_COST	Prc.5.Budget.Forecast	Not Required
	P_PAY_COST	Prc.6.Pay.Period	Not Required
	S_BUDGET_TYPE_CODE	Project.Budget.Fact.Budget Type Code	Simple
	S_VENDOR_CONTACTS_D_INSERT	Prc.WC_VENDOR_CONTACTS_D.Insert	Simple

Module	Section	Objects/Interfaces	Complexity
	SCEN_AP_FACT_UPDATE_DISPLAY_FLAG	Prc.W_AP_INV_DIST_F.Display_Flag	Simple
	S_DELIVERABLES	Int.1.Load into WC_DELIVERABLES_DS	Medium
	S_DELIVERABLES	Int.2.Load into WC_DELIVERABLES_D	Simple
	S_PROJECT_ASSET_CATEGORY	Int.WC_PROJ_ASSET_CAT_D.Insert	Simple
CROSSWALK	PK_CROSSWALK	ACCOUNT1	Simple
	PK_CROSSWALK	COSTCENTER	Simple
PAY_COST_LOAD	PAY_COST_LOAD	scenario PRC1_COSTING INFORMATION	Simple
	PAY_COST_LOAD	scenario PRC1_1_A_COSTING_TO_GL	Medium
	PAY_COST_LOAD	Prc.2.Pay.Hours	Medium
	PAY_COST_LOAD	Prc.3.input.Values	Simple
	PAY_COST_LOAD	Int.4.Combinging	Medium
	PAY_COST_LOAD	Int.5.W_PAY_COST_F.Insert	Medium
	PAY_COST_LOAD	Prc.4.Future.Pay	Simple
	PAY_COST_LOAD	Prc.5.Budget.Forecast	Simple
	PAY_COST_LOAD	Prc.6.Pay.Period	Simple
CONTRACT Module	CONTRACT Module	DROP STAGING DDLS	Simple
	CONTRACT Module	GENERATING DDLS	Simple
	CONTRACT Module	POPULATING STAGING AND DIRECT PULL TABLES	Medium
	CONTRACT Module	INSERT INTO FACT TABLE CONTRACT FACT DETAILS	Medium
	CONTRACT Module	POPULATING AUTHORIZATION ID	Simple
	CONTRACT Module	POPULATING BUYER ID	Simple
	CONTRACT Module	POPULATING COMMODITY CLASS ID	Simple
	CONTRACT Module	POPULATING CONTRACT ACTION ID	Simple
	CONTRACT Module	POPULATING CONTRACT TYPE ID	Simple
	CONTRACT Module	POPULATING CONTRACT VENDOR ID	Simple
	CONTRACT Module	POPULATING DESIGNATOR ID	Simple
	CONTRACT Module	POPULATING ORG DEPT ID	Simple
	CONTRACT Module	INSERT AND UPDATE FACT TABLE CONTRACT_N_FACT_DETAILS_R	Medium

2.4 Critical Success Factors

Based on Bourntec's experience in similar projects, several factors must be assured in order to minimize risk. In particular:

- County's senior executive level support, sponsors, and process owners for this initiative, as well as their supporting Subject Matter Experts will have an active role and participation as defined by the Project Charter
- This initiative must receive the highest priority of the County to ensure overall focus and attention necessary for a successful upgrade
- Continuous scope management and scope control
- Stringent change control
- Process detailed design is system driven
- Supporting process integration and harmonization within and over all entities
- Structured and rigorous testing throughout the project
- Timely delivery of external systems for Integration Test
- Users involvement, as defined by the project plan (Two in the Box)
- Leverage Industry Best Practices, unless it is a functional differentiator to the business
- Organizational Design and Process Redesign Activities are completed effectively and efficiently
- County will have 24 hours to sign-off on approvals, documentation, change request and/or Issues/Risks/Decisions prior to their estimated impact dates unless County rejects proposed recommendation(s) and/or document(s)
- In the case where County rejects recommendation(s) and/or document(s), both parties will work in good faith to resolve and/or mitigate issue(s) within five (5) business days. If they fail to resolve and/or mitigate the issue(s), it will be escalated to the Executive Steering Committee (ESC) for resolution. ESC will have five (5) business days to resolve and/or mitigate issue(s)
- All work assigned to County must be completed within the project timeline to ensure on time delivery. Any delays in this effort that affect the project timeline and/or deliverables may result in a Change Request to support extensions and/or additional resources to complete the project.

2.5 Project Risks

Certain assumptions that we captured to upgrade Oracle Business Intelligence components are mentioned below.

Risk							
#	Phase	Risk Description	Impact Area		Probability Assessment	Risk Mitigation Plan	Responsibility
			Risk Level	Probability			
1		Scope Creep	High	High	It may result in a change to the resource levels, project timelines and probable cost variance.	• Agree and Signoff on sign off expectations & deliverables. • List out deliverables out of scope. • Any later change in Scope will result in extended timelines or be handled separately by change request via Change Management Procedure.	Bourntec
2		Timely availability of Logins , access, infrastructure, VPN, Product vendor support credentials, etc.	Moderate	Low	It may result in a delayed deliverables resulting in additional project time, effort and costs.	• Customer to ensure there is prompt resolution to requisite access and authorization and network related provisions	Customer

2.6 Project Assumptions

Certain assumptions that we captured to upgrade Oracle Business Intelligence components are mentioned below.

- County will provide resource(s) to support communication and status updates to business partners and project team
- County will create, and obtain customer sign-off, Program and Transition Plans necessary to ensure:
  - Business continuity
  - Adoption
  - Lifecycle management
  - Identification of future phases
  - Customization mitigation
- County will provide Project Management, Change Management, and Technical and Business Subject Matter Experts as defined by the task level project plan
- County will be responsible to provide infrastructure/environment, if any, to support the upgrade
- County will be responsible for allocating virtual machines for remote work of Bourntec personnel
- All access for proper functioning of the Bourntec resources would be provided by Customer e.g. VPN connectivity, ITSM access, etc.
- There are valid software/hardware licenses and support contracts with respective Vendors before start of the upgrade activity
- County will be responsible for conducting Process Integration and User Acceptance Testing (UAT) on upgraded applications based on business defined test scripts
- Project team will leverage County's templates for issues, risk, decisions, change requests, and status reporting
- County has test scripts and business process scenarios to carryout proper System Integration Testing (SIT) and User Acceptance Testing validation and Bourntec would leverage them during the technical Unit and System Integration Testing phases of the project
- County will be responsible for leading the effort on Retrofitting (Unit), System and End User Testing
- County will be responsible for creating and delivering all change management and training, including end-user and operational education
- Bourntec has provided a window for user acceptance in the plan, any changes to this window could impact the overall time and effort
- County will be responsible for the maintenance and availability of network and infrastructure components along with the backup and restoration of existing and new applications
- Business process reengineering activities will be treated as out of scope for this SOW
- County will obtain licenses/credits for all necessary Oracle software before commencement of services
- Bourntec team members will work remotely
- Bourntec has provided a consulting rate card for this SOW to County for any ad-hoc requests such as assistance with creation of new ETL process, mappings, installation of new analytics and required patches thereof
- Any onsite work that requires reasonable travel and living expenses will be invoiced to County on an as incurred basis

- County will provide workspace, basic office supplies, telephones, and access to necessary systems and resources during any onsite work
- County and Bourntec will provide executive support during the services
- A fully executed Professional Services Agreement (PSA) and associated Statement of Work (SOW) signed by both County and Bourntec is required
- Testing will leverage a Critical and High trigger point process. If the following events occur, the testing process will be suspended until resolved. Otherwise, it will continue until the scenario is complete and outstanding issues will be resolved later:
    - Functional, SIT, PIT or UAT test cannot be completed if an event contains a Critical Error and/or more than 5 High Errors within a functional process flow
    - Critical Error: An Error that prevents a function from being completed as designed and/or does not have an approved acceptable work-around:
        - If a Critical Error does not have an acceptable work-around for testing, testing must stop within that functional area until the error has been resolved
        - If a Critical Error has an acceptable work-around for testing, but not for production, the testing can continue but must be resolved prior to going into production
        - If a Critical Error has an acceptable work-around for testing and production, it will be reduced to a High Error
    - High Errors: A Critical Error with an acceptable work-around that has significant impact to a key function and/or two (2) or more groups that prevents a function from being completed.
        - If there are less than five (5) High Errors within one functional work stream, testing can continue but must have an acceptable work-around and mitigation path approved by the Business Process Owner prior to moving to production
        - If there are more than five (5) High Errors within one functional work stream area that have significant impact to a key function and/or two (2) or more groups, then testing will stop until resolved and/or an acceptable work-around can be found
        - If a High Error is within one functional work stream area that has significant impact to a key function and/or two (2) or more groups, but has an acceptable work-around that is approved by the Business Process Owner, it will be reduced to a Moderate Error and will be mitigated in a future release
- If a change is required that affects the services scope, schedule, deliverables and/or resource requirements, no work shall be performed without a formal Change Order document outlining the changes and any cost implications that is signed off by both County and Bourntec

3. Proposed Solution Approach

This section provides detailed solution approach and end-state vision of County's Oracle Business Intelligence & Application upgrade.

Based on many successful Oracle Business Intelligence upgrades, and the objectives of County, we understand County needs to upgrade Oracle Business Intelligence application to the latest stable release (12.x). Once the technical upgrade is completed, CEMLI remediation and retrofit would follow suit and any new feature enablement will have to be through a Change Order as additional services (considered out of scope of this SOW).

3.1 Overall Upgrade Approach

The County will leverage a single out-of-the-place upgrade approach, with 4 major steps:

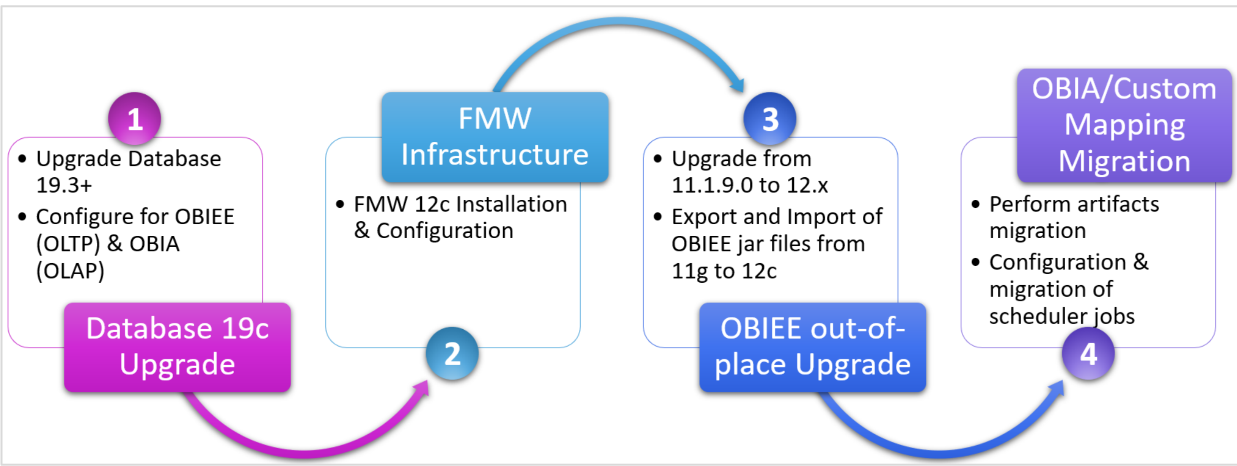


Figure 11. Overall BI Upgrade Approach

Bourntec proposes an approach for the upgrade that includes an upgrade assessment and planning service with the activities outlined below:

- Identification of upgrade business drivers, objectives, and success factors
- A detailed study of the existing system landscape
- Assessment of the current hardware and software environments, customizations, extensions, modifications, localizations, and any interfaces and provide recommendations to eliminate customizations using standard functionality
- Identifying and mutually agreeing upon business process scope
- Establishing the project assumptions and constraints and obtaining a sign off
- Understanding the various upgrade paths and factors influencing the timeline
- Quantifying the potential resource responsibilities and process impacts
- Documenting the project risks and reviewing mitigation strategies
- Identifying the key upgrade project milestones

3.1.1 Scope/Fit Gap Phase

Bourntec's experts have an in-depth understanding of all the existing versions of Oracle Business Intelligence application including the newest releases. Many client organizations utilize our knowledge and expertise to gain insight into what is changing, new functionality being offered, how to implement it, and what could be the potential impact on existing customizations. This service is performed by our subject matter experts/ Business Analysts/ Functional Consultants. It helps organizations understand and evaluate the scope of change that is followed by the larger technical upgrade.

3.1.2 Initial Pass (DEV)

In the Initial Pass, Bourntec assumes that the County will provision the Business Intelligence environment. A technical upgrade would be followed on this environment with application and database cloning. OBIEE will be upgraded to 12.x (latest & greatest compatible) and the database upgrade to 19c with supporting technology stack upgrades. The upgrade process will include the migration of OBIA artifacts and custom mapping from Informatica to ODI, subsequently followed by retrofitting, conversions customizations, and setup. Finally, after the upgrade, the data would be validated. All ETLs would be tested for their functionality and any deviations would be captured in the technical design document. Any custom mapping/ETL process not being leveraged in the last 24 months and/or Out of the Box (OOB) functionality that can be leveraged to eliminate customizations, within the timeline and budget of the project, will be submitted to the Business Process Owner and ESC (Executive Steering Committee) for approval.

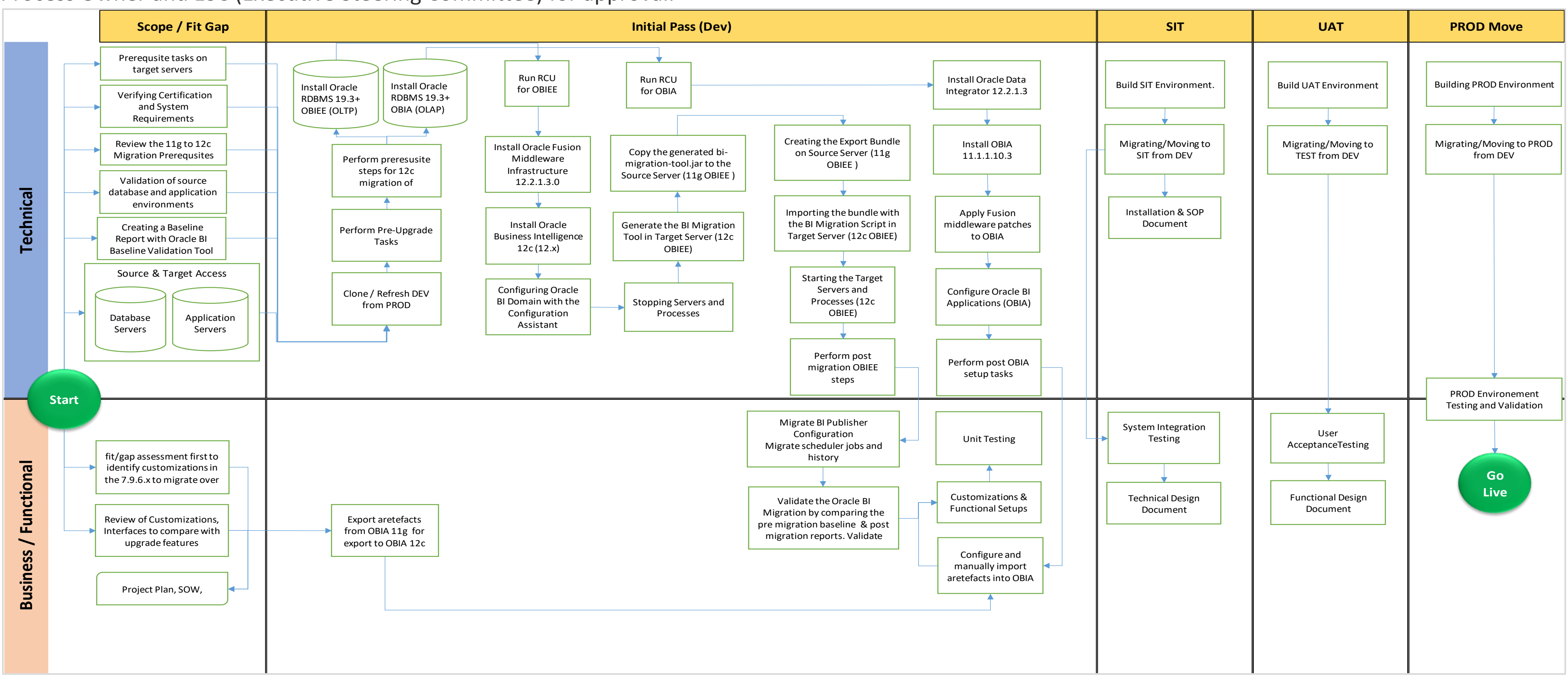


Figure 12. Oracle Business Intelligence (OBIEE/OBIA) with 19c Upgrade Flow for County

3.1.3 DITL Environment

Post initial Pass (i.e. the technical upgrade), the initial DITL environment would be created. The primary goal of this environment is to provide the business with a view of OBIA analytics OOB state. In addition, it will be used to perform custom ETL & mappings retrofit and remediation. All technical and functional migrations post the initial pass upgrade would be performed in this environment.

3.1.4 Test Moves

The next steps will be focused on creating the Testing (System Integration (SIT), and User Acceptance (UAT)) and Production environments:

- **First Pass**: DEV Environment (Out-of-place Upgrade with artifacts from Production)
- **Second Pass**: DITL/SIT Environment (Clone of DEV)
- **Third Pass**: UAT Environment (Out-of-place Upgrade with artifacts from DITL/SIT)
- **Final Pass**: Production Environment (Out-of-place Upgrade with artifacts from UAT)

After these environments are upgraded to the Business Intelligence, database to 19c and the testing is complete, the data would be migrated to the production environments.

3.1.5 Custom Informatica Mapping Migration (like-for-like) Process

- We understand that there are custom Informatica mappings that exist that need to be migrated to the upgraded environment.
- The customizations that are no longer be needed, especially in the new environment, shall be removed upon analysis and validation by County business users.
- In order to come up with the recommendation for customizations, a detailed analysis of the technical and functional documentation of the customizations shall be executed.
- Following steps need to be executed in sequence to achieve the desired result. Few of these heavy-lifting would be done by Bourntec accelerators.
    - Analyze the existing Informatica mapping.
    - Make note of Source and target connections, table names, column names, datatypes etc.
    - Dataflow orchestrated in Informatica for the mapping.
    - Create the corresponding data servers in ODI.
    - Build physical and logical schema.
    - Create context to consider for mapping.
    - Update existing mapping and create new mappings as needed in ODI.
    - Create package to orchestrate data flow from source to target tables.
    - BIACM and FSM configuration for Financial, HR, Procurement & Spend analytics
    - Load plan configuration

3.1.6 Custom ODI Mapping Migration Process

- Analyze mappings/Package/Procedure used in the Custom Mappings for dependencies
- Migration from ODI 11g to ODI 12c for all the 3 Modules
- Fix post migration issues and redevelopment of objects wherever required
- DDL metadata scripts for Custom tables/objects
- Logical and Physical Topology configuration and validation
- Data Model validation on ODI 12c
- Validation of all migrated objects functionality after migration
- Load Plan merging, configuration and generation
- Full and Incremental load execution
- Dependency analysis for Load Plan execution with OBIA module

3.2 Technical Upgrade Process

This section describes steps needed to upgrade Business Intelligence from 11g to 12c with database upgrade to 19c. It also highlights the migration of OBIA artifacts and ODI migration of Informatica mappings.

3.2.1 Business Intelligence Upgrade With 19c

Figure 9 describes the step-by-step process needed for a successful technical upgrade which includes a 19c database upgrade.

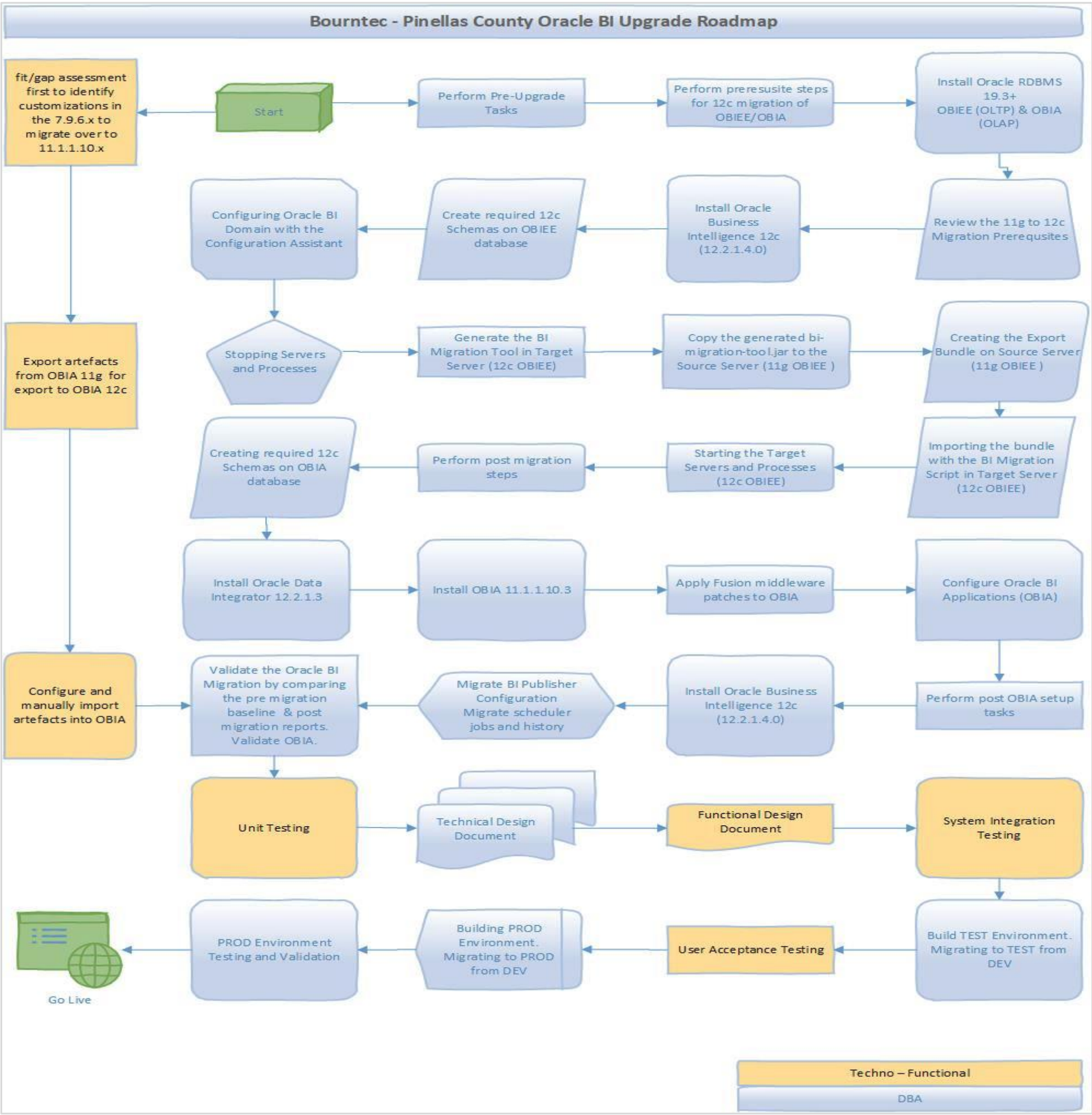


Figure 13. Business Intelligence Technical Upgrade Proven Process (With 19c)

3.2.2 Detailed Technical Approach for BI Upgrade

Following table describes the detailed technical steps needed for the OBIEE/OBIA upgrade.

#	Required (R) / Optional (O)	Activities	Additional Remarks
Step 1		**OBIEE/OBIA OUT-OF-PLACE UPGRADE TO 12c**	
	R	**Perform Pre-Upgrade Tasks**	
	R	Creating a Complete Backup	
	O	Cloning Your Production Environment for Testing	
	R	Verifying Certification and System Requirements	
	O	Updating Policy Files when Using Enhanced Encryption (AES 256)	
	O	Purging Unused Data	
	O	Creating a Non-SYSDBA User to Run the Upgrade Assistant	
	R	Disabling Internal SSL	
	R	Creating a Baseline Report with the Oracle BI Baseline Validation Tool	
	R	**Installing the Product distributions on target systems**	
	R	Install Oracle RDBMS 19.3+	
	R	Create OLTP database for OBIEE & WebLogic mid-tier schemas	
	R	Create OLAP database for OBIA	
	R	**Review the 11g to 12c Migration Prerequisites**	
	R	Install Oracle Fusion Middleware Infrastructure 12.2.1.3.0	fmw_12.2.1.3.0_infrastructure.jar
	R	Install Oracle Business Intelligence 12c (12.2.1.4.0) distributions	fmw_12.2.1.4.0_bi_platform_linux64.bin
	R	Create required 12c Schemas on OBIEE database	rcu.sh
	R	Configuring Oracle BI Domain with the Configuration Assistant	config.sh
	R	Stopping Servers and Processes	
	R	Generating the BI Migration Tool in Target Server (12c OBIEE)	migration-tool.sh
	R	Copy the generated bi-migration-tool.jar to the Source Server (11g OBIEE)	
	R	Creating the Export Bundle on Source Server (11g OBIEE)	JDK_HOME/bin/java -jar bi-migration-tool.jar out ORACLE_HOME/Oracle_BI1 DOMAIN_HOME/tmp/migration-tool-test/ test_export.jar
	R	Importing the bundle with the BI Migration Script in Target Server (12c OBIEE)	12c_DOMAIN_HOME/bitools/bin/migration-tool.sh in config <export bundle> <service instance name>
	R	Starting the Target Servers and Processes (12c OBIEE)	
	O	Complete the post migration steps for OBIEE	
	R	Post-Migration Tasks for Oracle BI Publisher	
	O	Post-Migration Tasks for Essbase	
	R	Creating required 12c Schemas on OBIA database	rcu.sh
	R	Install Oracle Data Integrator 12.2.1.3	
	R	Install OBIA 11.1.1.10.3	
	R	Apply Fusion middleware patches to OBIA	
	R	Apply additional patches	
	R	Configure Oracle BI Applications (OBIA)	
	R	Load translation data	
	R	Perform system setup tasks	
	R	Launch consoles and ODI studio	
Step 2		**TEST & AVALIDATE**	
	R	**Validating the Oracle BI Migration**	
	R	Create a Report with the Oracle BI Baseline Validation Tool on Target Environment (12c OBIEE)	
	R	Compare with the earlier Baseline report generated earlier on Source Environment (11g OBIEE)	
	R	**Unit Testing by Bourntec**	
Step 3		**SETUP TEST ENVIRONMENT**	
	R	Setup TEST environment. Artifacts migration from DEV to TEST	
	R	Conduct SIT	
	R	Conduct UAT	
Step 4		**SETUP PRODUCTION ENVIRONMENT**	
	R	Setup PROD environment. Artifacts migration from DEV to PROD	
	R	Validate. Signoff and Go Live	

Figure 14. Business Intelligence Detailed Technical Upgrade Approach

3.3 Proposed Certification Matrix for OBIEE/OBIA Upgrade

The following table depicts proposed certification matrix for the upgrade.

Products	OBIEE	OBIA	FMW	ETL	Manage Jobs	Oracle RDBMS	OS
Current Version	11.1.1.9.0	7.9.6.4		Informatica	Data Warehouse Administrator Console (DAC)	11.2.0.3	RHEL 6
Expected Version	12.2.1.4.0	11.1.1.10.3	12.2.1.4.0	ODI 12.2.1.3.2	BIA Configuration Manager	19.3.0.0.0	RHEL 8
Expected Version Certified Status	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	OBIEE 12.2.1.4.0 is certified on RHEL 7, OBIA 11.1.1.10.3, 19c+ database	OBIA 11.1.1.10.3 is certified on RHEL 7, OBIEE 12.2.1.4.0, 19c+ database	certified with OBIEE/OBIA 12c	ODI 12.2.1.3.2 is certified with OBIA 11.1.1.10.3		Oracle RDBMS 19.3.0.0.0 is certified with OBIEE 12.2.1.4.0 & OBIA 11.1.1.10.3	OBIEE, OBIA, ODI, FMW are certified with RHEL 7 64 bit OS
Iteration	Total 3 iterations with DEV, TEST, & PROD						

P.S.: Latest version will be reviewed prior to upgrade

Ref: *OBIA 11.1.1.10.3* *https://www.oracle.com/technetwork/middleware/bi/documentation/biapps-11-1-1-10-3-6714761.xlsx*

3.3.1 OBIA Certification Matrix (System)

Oracle Business Intelligence Applications 11.1.1.10.3 Certification Matrix - System Certification							Last updated: June 22, 2020
For Infrastructure Pre-requisites, click here							
For Client Certification, click here.							
Server Certification							
Product Offering	**Version Supported**	**Processor Type**	**OS Version**	**OS 32/64 bit**	**Oracle BIApps 32/64 bit**	**Oracle Database***	**Exceptions and Additional Information**
ALL	11.1.1.10.3	x64	Oracle Linux Server Release 7.5 & 7.8	64	64	Oracle 19.3.0.0.0 (19c)	
ALL	11.1.1.10.3	x64	Red hat EL Release 7.5 & 7.8	64	64	Oracle 19.3.0.0.0 (19c)	
ALL	11.1.1.10.3	x64	Windows Server 2016	64	64	Oracle 19.3.0.0.0 (19c)	
***Oracle Database**	• Oracle Business Intelligence Applications requires Oracle Database Enterprise Edition. • The Oracle Database should be configured to use Unicode (AL32UTF8). • The Oracle database listed in this column is supported for Oracle Business Analytics Warehouse, Oracle Business Intelligence Applications Components Repository, and the Oracle Data Integrator Repository for Oracle Business Intelligence Applications. • The Oracle databases listed in this column are supported on all platforms that the database team supports including Exadata. • Oracle recommends using latest Oracle DB PSU's. For latest recommended patch information, refer to https://support.oracle.com/							
***JDK Vendor Version**	JDK 1.8.0_201+						

Figure 15. BI Applications Certification Matrix

3.3.2 OBIA Supported Source Applications

Oracle BI Applications Release 11.1.1.10.3- Supported Source Applications					Last updated: June 22, 2020
Vendor	**Application**	**Application Version**	**Oracle BI Application**	**Associated Source Application or Module**	**Comments**
Oracle	EBS [1]	12.2.10 12.2.9 12.2.8 12.2.7 12.2.6 12.2.5 12.2.4	Oracle Supply Chain and Order Management Analytics	Oracle Order Management	
				Oracle Financials (for Revenue and Receivables)	
				Oracle Discrete/Process Manufacturing (for Inventory)	
			Oracle Procurement and Spend Analytics	Oracle Purchasing / Procurement	Implementation of Oracle Procurement and Spend Analytics > Employee Expense requires the deployment of Patch 10038359 on Oracle eBusiness Suite R12.
				Oracle iProcurement	
				Oracle Financials (Payables)	
				Oracle I Expense	
			Oracle Financial Analytics	Oracle General Ledger	1. Implementation of Oracle Financial Analytics > Employee Expense requires the deployment of Patch 10038359 on Oracle E-Business Suite R12. 2. Oracle Subledger Accounting is available in Oracle E-Business Suite 12.x.
				Oracle Subledger Accounting	
				Oracle Receivables	
				Oracle Payables	
				Oracle Assets	
				Oracle I Expense	

Figure 16. BI Applications Supported Source Systems

3.3.3 OBIA Supported Infrastructure

Oracle Business Intelligence Applications 11.1.1.10.3 Certification Matrix - Infrastructure				Last updated: June 22, 2020
This document covers Oracle Business Intelligence Applications and associated components. Oracle Business Intelligence Applications 11.1.1.10.3: • Is Certified with Oracle Business Intelligence Enterprise Edition 12.2.1.4.1 • Requires Oracle WebLogic Application Server 12.2.1.3.0. • Simple Install of Oracle Business Intelligence Enterprise Edition is not supported • Is Certified with Oracle Data Integrator 12.2.1.3.2 • Is Certified with Oracle Golden Gate 19c (Optional Software)				
Server Certification				
Product Offering	**Version Supported**	**Infrastructure Product**	**Version Supported**	**Exceptions and Additional Information**
ALL	11.1.1.10.3	Oracle WebLogic Server	12.2.1.3.0	
ALL	11.1.1.10.3	Oracle Business Intelligence Enterprise Edition	12.2.1.4.1	1. Oracle Business Intelligence Enterprise Edition on 32-bit operating systems is not supported 2.Simple Install of Oracle Business Intelligence Enterprise Edition is not supported
ALL	11.1.1.10.3	Oracle Analytics Server - BI Server	OAS 5.5	Out-of-place, Installation should be done in a separate home. Please refer to the following document for more details. OBIA 12c: Lift and Shift of BIAPPS 10.3 Artifacts to Oracle Analytics Server (OAS) (Doc ID 2684251.1)
ALL	11.1.1.10.3	Oracle Data Integrator	12.2.1.3.2	1. Enterprise Install of Oracle Data Integrator is only supported

Figure 17. BI Applications Supported Infrastructre

3.3.4 OBIEE Certification Matrix - Systems

Product Offering	Releas	Processor	OS Version	OS Update Type	OS Update Level	OS 32/64	Oracle App 32/64 Bit	JDK Vendor	JDK Version*	JDK 32/64 Bit	Exceptions and Additional Information
Oracle Business Intelligence Enterprise Edition 12c (12.2.1.4.0) Certification Matrix SYSTEM											
Oracle Business Intelligence Enterprise Edition (Oracle BI Server and Admin (BI Server, BI Administration Tool), Oracle Business Intelligence Publisher (BIP Enterprise, BIP Desktop Tools, BIP Scheduler), Oracle BI Presentation Services (Interactive Dashboards, Scorecard and Strategy Management, Catalog Manager, Answers, Composer, Delivers, Search))											
For complete Fusion Middleware, OBI EE, and EPM product certifications , refer to http://www.oracle.com/technetwork/middleware/ias/downloads/fusion-certification-100350.html.											
For information on supported Virtualization and Partitioning Technologies, refer to http://www.oracle.com/technetwork/middleware/ias/oracleas-supported-virtualization-089265.html.											
For Interoperability and Compatibility information, refer to https://docs.oracle.com/middleware/12213/lcm/INTOP/toc.htm											
For information on Oracle JDeveloper supported configurations, refer to http://www.oracle.com/technetwork/developer-tools/jdev/documentation/122-cert-2708091.html											
ALL	12.2.1	Linux x86-64	Oracle Linux 6	Update Lev	6+	64	64	Oracle J	1.8.0_181	64	1. If running on Oracle VM, Oracle VM 3.3.1+ is supported. 2. For Oracle Unbreakable Enterprise Kernel Release 4 on Oracle Linux 6, UL 7+ is required. 3. See MOS doc ID 2421487.1 for Details on JDK requirements
*OS	. The version listed specifies the minimum update level / service pack / technology level certified. For example, 6 means that 6 and higher is certified.										
*JDKVERSION	. A plus sign (+) after the fourth digit in the version number indicates that this and all higher versions of the JRE/JINIT/JDK extensions are certified. For example, 1.8.0_181+ means that 1.8.0_181 and any higher 1.8.0_xxx versions are certified.										

Figure 18. OBIEE Certification Matrix Systems

3.3.5 OBIEE Certification Matrix – Database & Webserver

Product Offering	Releas	Type of Use	Database*	JDBC Driver	Exceptions and Additional Information
Oracle Business Intelligence Enterprise Edition 12c (12.2.1.4.0) Certification Matrix DATABASE					
Oracle Business Intelligence Enterprise Edition (Oracle BI Server and Admin (BI Server, BI Administration Tool), Oracle Business Intelligence Publisher (BIP Enterprise,					
Oracle Business Intellig	12.2.1.4.	Target DB for RCU	Oracle Database 11.2.0.	Oracle JDBC Thin Driver 12.2.0.0+	
Oracle Business Intellig	12.2.1.4.	Target DB for RCU	Oracle Database 12.1.0.	Oracle JDBC Thin Driver 12.2.0.0+	
*Database	. The Oracle databases listed in this column are supported on all platforms that the database team supports. Check Certify for details. . All Oracle configurations - Single instance, RAC, XA, DR are supported. No support with Oracle DB XE. . Oracle recommends using latest Oracle DB PSU's. For latest recommended patch information, refer to https://support.oracle.com/				

Product Of	Release	Web Server	Web	Technology Use	Processor Type	OS Version	OS Upda	OS Up	OS	Exceptions and Additional Information
Oracle Business Intelligence Enterprise Edition 12c (12.2.1.4.0) Certification Matrix WebServer										
Oracle Business Intelligence Enterprise Edition (Oracle BI Server and Admin (BI Server, BI Administration Tool), Oracle Business Intelligence Publisher (BIP Enterprise, BIP Desktop Tools, BIP Scheduler), Oracle BI Presentation Services (Interactive Dashboards, Scorecard and Strategy Management, Catalog Manager, Answers, Composer, Delivers, Search))										
ALL	12.2.1.4.0	Apache HTTP Serve	64	Oracle WebLogic S	HP-UX Itanium	11.31	Update	12+	#	1. Oracle recommends customers use the latest version of Plugin available at: http://www.oracle.com/technetwork/middleware/ias/downloads/wls-

Linux x86-64 operating system requirements	The following Linux x86-64 kernels are supported:
	• Oracle Linux 8.1 with the Unbreakable Enterprise Kernel 6: 5.4.17-2011.0.7.el8uek.x86_64 or later Oracle Linux 8 with the Red Hat Compatible kernel: 4.18.0-80.el8.x86_64 or later • Oracle Linux 7.4 with the Unbreakable Enterprise Kernel 4: 4.1.12-124.19.2.el7uek.x86_64 or later Oracle Linux 7.4 with the Unbreakable Enterprise Kernel 5: 4.14.35-1818.1.6.el7uek.x86_64 or later Oracle Linux 7.7 with the Unbreakable Enterprise Kernel 6: 5.4.17-2011.4.4.el7uek.x86_64 or later Oracle Linux 7.5 with the Red Hat Compatible Kernel: 3.10.0-862.11.6.el7.x86_64 or later • Red Hat Enterprise Linux 8: 4.18.0-80.el8.x86_64 or later • Red Hat Enterprise Linux 7.5: 3.10.0-862.11.6.el7.x86_64 or later • SUSE Linux Enterprise Server 15: 4.12.14-23-default or later • SUSE Linux Enterprise Server 12 SP3: 4.4.162-94.72-default or later Review the system requirements section for a list of minimum package requirements.

Figure 19. OBIEE Certification Matrix – Database & Webserver

3.4 Informatica Custom ETL Analysis and Migration Approach

Figure 10 depicts Informatica objects mapping to ODI objects. Each object of Informatica would be migrated to ODI environment. They are broadly following:

Informatica	ODI	Approach
Source / Targets	**Datastores**	- In ODI, Datastores are defined once and utilized In Global scope as opposed to spcifying table/file multiple times In Informatica. - Datastores can be used as both Source/Target and In multiple Adaptor folders
Mapping / Mapplets	**Interface**	- ODI treats Mappings and Mapplets in two distinguishable ways. i.e. Main & Temporary. - Temporary interface is represented in Yellow color which replaces Mapplets and Main interface ie represented in Blue color, which replaces Mappings - The business component (BC) mapplets are replaced with temporary interfaces with SQ suffix (Source Qualifiers)
Transformations	**Interfaces**	- Tranformations in Informatica can be active or passive. Active transformations can change number of rows that pass through it; passive, does not change number of rows. - Transformations in Informatica takes N inputs in and M output ports. - In ODI, these can be either replaced by Temporary Interfaces or Database functions or SQL statements
Parameter / Variables	**Variables**	In ODI, Variables may have two scopes; viz. Project or Global. Variables can have default values or can be changed during run time when used in packages
Task Sessions		There is no equivalent in ODI, nor need for it in ODI
Workflow	**Package**	In ODI, Packages are made of sequence of steps organized in an execution diagram. Interfaces, Procedures and Variables can be used as steps in a package. For BI Applications, ODI runs the main (blue) interface with diagnostic and error handling steps, follows by refreshing and seeting variables.

Figure 20. Informatica to ODI Objects Mapping & Conversion Approach

3.5 OBIA Deployment Architecture

The following architecture is recommended by Oracle for OBIA deployments. Bourntec will analyze the current architecture and recommend changes if needed.

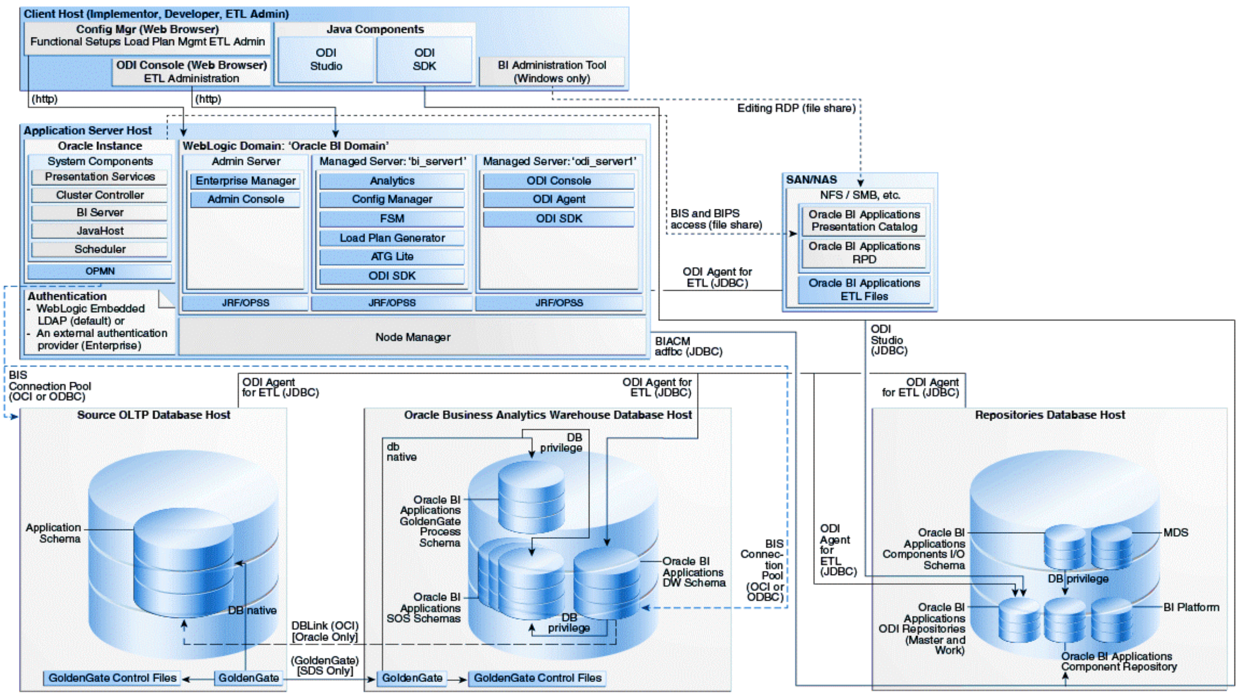


Figure 21. OBIA Sample Deployment Reference Architecture

3.6 ODI Life Cycle Management and Repository Strategy

All enterprise application development teams have more than one environment to consider. The code development itself occurs in a development environment, the validation of the quality of the code is typically done in a test environment, and the production environment itself will have to be separate from these two. There might also be additional layers in this lifecycle, with code consolidation (if remote developers have to combine code together), user acceptance (making sure that the code conforms to user expectations), and pre-production (making sure that everything works as expected in an environment that perfectly mimics the production environment).

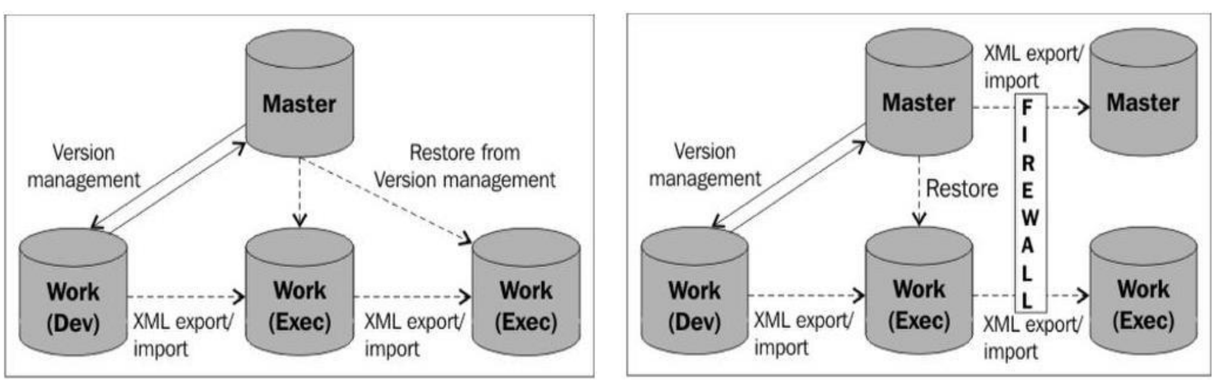


Figure 22. ODI Repository Strategy

The exchange of metadata between repositories can be done in one of the following ways:

- Metadata can be exchanged through versioning. All different versions of the objects are uploaded to the Master repository automatically by ODI as they are created. These versions can later be restored to a different Work repository attached to the same Master repository.
- All objects can be exported as XML files, and XML files can be used to import the exported objects into the new repository. This will be the only option if a firewall prevents connectivity directly to a central Master repository.

The inbuilt version management system allows flags on developed objects (such as projects, models, and so forth) to be set automatically to indicate their status (such as new or modified). The version management system also allows these objects to be backed up as stable checkpoints, and later restored from these checkpoints. These checkpoints are created for individual objects in the form of versions.

3.7 ODI Promote to Production Approach

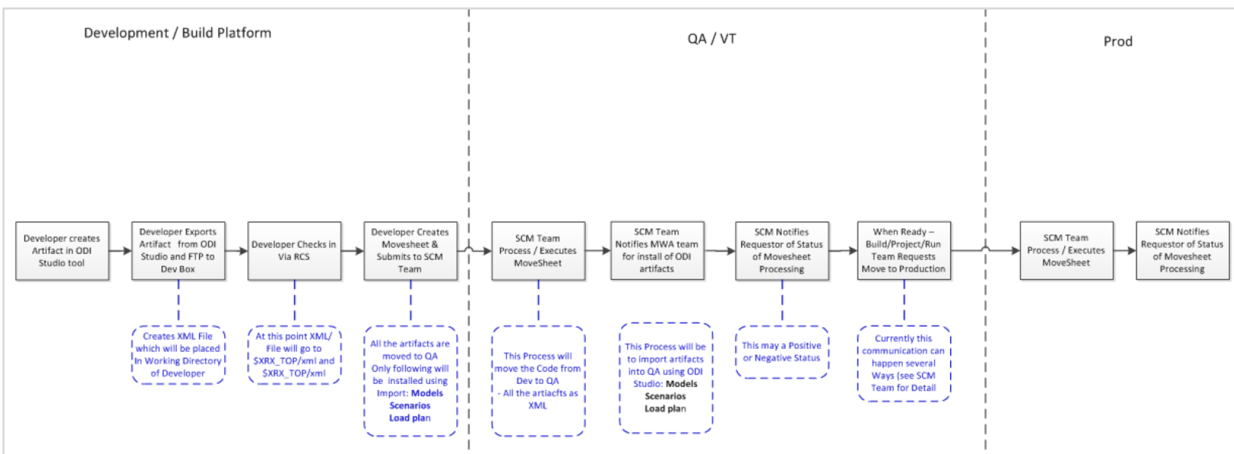


Figure 23. ODI SCM Instance Strategy

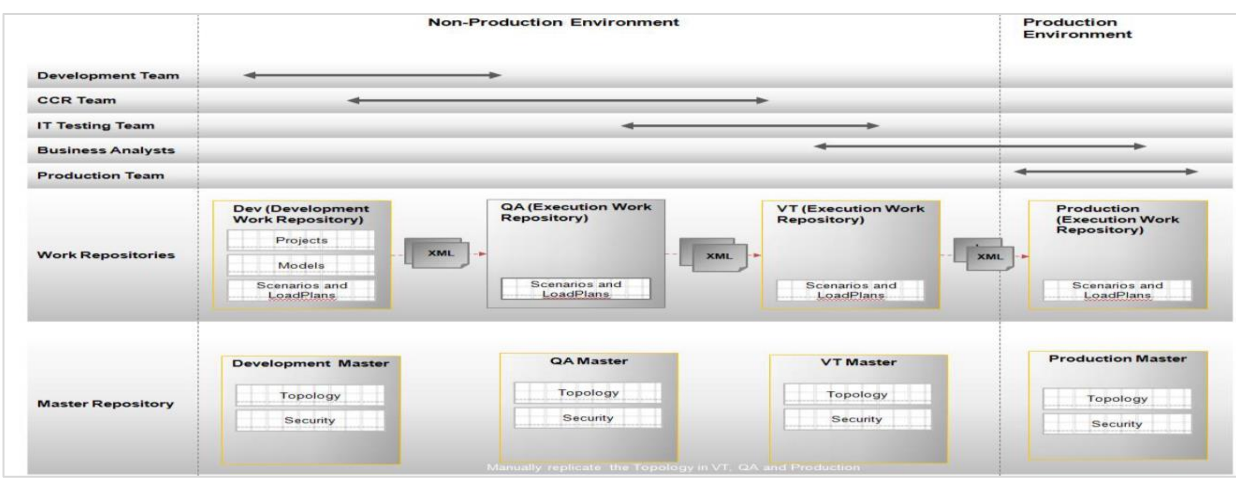


Figure 24. ODI Promote to Production Approach

4. Project Management

This section will provide a brief summary of the project methodology, project management related processes to meet County's requirement.

4.1 Bourntec Project Delivery Methodology

Bourntec's project methodology, called as Bourntec Delivery Methods (BDM™) takes a project from planning through post implementation support. The methodology provides the structure for the work to be completed. It is a flexible and scalable methodology that can be scaled up or scaled down to fit County's needs. Once all the project constraints are identified and the final scope decisions are reached, the project plan is customized with the tasks and activities the project team will execute and the associated deliverables. The actual deliverables for County's project, the roles and responsibilities of the team, and the roles and responsibilities of the Business Owners will be determined by the County's finalized business and technical requirements that will be confirmed and documented during the initial Plan/Analyze/Discovery Stage.

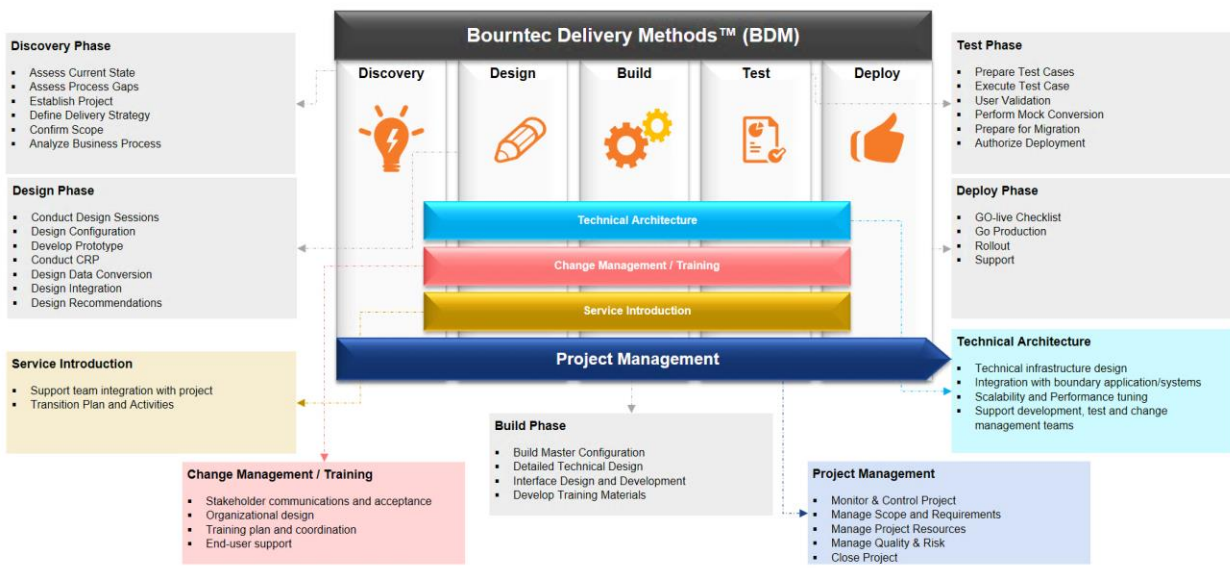


Figure 25. Bourntec Delivery Methods (BDM™)

4.2 Project Phase Wise Activities

As per the project timeline depicted in section High-Level Project Timeline, the table below highlights the phase wise activities for the project:

Project Phase	Activities
ENVISION	▪ Project Planning and Strategy ▪ Requirements Gathering and defining Scope ▪ Establish Project Management Approach o Project Steering Committee o Scope and Requirements Management o Risk Mitigation o Resource Management o Activity and Task Management o Project Reporting o Change Control and Management ▪ Project Kick-Off
VALIDATE	▪ Oracle Business Intelligence Environment o Web Servers o Application Servers o Process/Workflow Schedulers ▪ Database Servers o Storage Setup and Configuration ▪ Boot Volumes, Block Storage Volumes ▪ Informatics Mapping Inventory ▪ Informatica Mapping Assessment, MoSCoW list for migration
CONSTRUCT, CONFIG and UPGRADE	Technical Upgrade ▪ First Pass (DEV) upgrade of Oracle Business Intelligence from 11.1.1.9.0 to 12.x (latest and greatest compatible) o Upgrade multiple Pass (DEV, DITL, SIT/UAT, PROD) ▪ Tech Upgrade 12c Environment With 19c o 1st Test Pass (DEV) ▪ OBIEE/OBIA 12c DITL Environment o 2nd Test Pass (With Custom Mappings) ▪ OBIEE/OBIA 12c SIT/UAT Environment o Final Pass ▪ OBIEE/OBIA 12c Prod Environment ▪ Share and approve report of the recommendation ▪ Reapply Informatica customizations that are valid ▪ Remove Informatica customizations no longer needed as per report

Project Phase	Activities
DEPLOY, TEST and TRAIN	▪ Test Planning ○ Test Plan, Test Scenarios, Test Scripts ▪ Retrofit testing in development ▪ Systems Test ▪ User Acceptance Test ▪ Development of End User Training Materials ▪ Training of Trainers ▪ Role-Based Training ▪ End user Training Sessions ▪ **Go-Live** - Final Pass (Move to Production)
SUSTAIN and SUPPORT	▪ Post-production break-fixes ▪ Hypercare

4.3 Project Responsibility Matrix and Deliverables

Bourntec executes this project in phased model and for each of the phases the activities performed, deliverables, format of deliverables and responsibility matrix which defines the responsibilities of Bourntec and County for each of the phases are depicted as follows:

Envision Phase:

Responsibility Matrix:

	Bourntec Solutions					Client				
Activity	**PM**	**TC**	**FC**	**US**	**DBA**	**PM**	**TL**	**FL**	**DBA**	**QA**
Project Planning	R	PA	PA	PA	PA	R	PA (30%)	PA (30%)	PA (50%)	
Environment Study and Planning	R			P	P	R			P(50%)	
Functional & Customization Study	R	P	P			R	PA (30%)	PA (30%)		PA (100%)
Conduct Fit-Gap Analysis	R	P	P			R	PA (30%)	PA (30%)	PA (50%)	PA (100%)
Perform Initial Upgrade Pass	R	P	P	P	P	R	PA (10%)	PA (10%)	P(50%)	PA (100%)

R – Responsible, **P** – Perform, **PA** – Participate
PM–Project Manager, TC–Technical Consultant, FC-Functional Consultant, US-Upgrade Specialist, TL–Tech Lead , FL–Functional Lead
QA–Quality Assurance/Testing SME *Bourntec team participation will involve as required across all phases*

Bourntec Activities:

PHASE ACTIVITIES
- Project Planning
- Finalization of Project Management Templates
- Environment Study and Planning
- ETL Customization Study
- Conduct Fit-Gap Analysis
- Perform Initial Upgrade Pass (DEV)

Deliverable	Format
Initial Project Plan	MS Project
Environment Plan	MS Word
Fit-Gap Analysis Document	MS Excel

Build and Design Phase:

Responsibility Matrix:

Activity	Bourntec Solutions					Client				
	PM	TC	FC	US	DBA	PM	TL	FL	DBA	QA
Prepare and Finalize Functional Design Documents	R		P			R		PA (20%)		
Prepare and Finalize Technical Design Documents	R	P				R	PA (20%)		PA (20%)	
Technical Architecture Blueprint	R	P		P	PA (20%)		PA (20%)			
Upgrade Strategy	R	PA (30%)		P	PA (40%)		PA (10%)			
Prepare Test Strategy & Plan	R	P	P			R	PA (10%)	PA (10%)	PA (20%)	PA (100%)

R – Responsible, **P** – Perform, **PA** – Participate
PM–Project Manager, TC–Technical Consultant, FC–Functional Consultant, US–Upgrade Specialist, TL–Tech Lead , FL–Functional Lead, QA – Quality Assurance/Testing SME ***Bourntec team participation will involve as required across all phases***

Bourntec Activities:

PHASE ACTIVITIES

- Conduct Conference Room Pilot -1 (Tech Upgrade)
- Prepare and Finalize Functional & Technical Design Documents
- Technical Architecture Blueprint
- Upgrade Strategy
- Prepare Test Strategy & Plan

Deliverable	Format
Conference Room Pilot – I	NA
Functional/Technical Design Documents	MS Word
Test Strategy and Plan	MS Word

Configuration and Development Phase:

Responsibility Matrix:

Activity	Bourntec Solutions					Client				
	PM	TC	FC	US	DBA	PM	TL	FL	DBA	QA
Configure Application	R		P	P	P	R		PA (10%)	PA (10%)	
Retrofit Customizations	R	P	P	P	P	R	PA (50%)	PA (50%)	PA (50%)	
Complete Unit Testing	R	P	P	P	P	R	PA (40%)	PA (40%)	PA (40%)	PA (100%)
Prepare SIT Test Cases	R	P	P			R	PA (40%)	PA (40%)	PA (40%)	PA (100%)
Perform Upgrade - Test Move 1	R	P	P	P	P	R	PA (40%)	PA (40%)	P (30%)	PA (100%)

R – Responsible, **P** – Perform, **PA** – Participate
PM–Project Manager, TC–Technical Consultant, FC–Functional Consultant, US–Upgrade Specialist, TL–Tech Lead , FL–Functional Lead, QA–Quality Assurance/Testing SME ***Bourntec team participation will involve as required across all phases***

Bourntec Activities:

PHASE ACTIVITIES

- Configure Applications (OBIEE/OBIA/ODI)
- Migrate Customizations (ETLs)
- Retrofit Customizations (ETLs)
- Retrofit Reports/Dashboards
- Retrofit Application Security
- Complete Unit Testing
- Prepare SIT Test Cases
- Perform Upgrade - Test Move 1

Deliverable	Format
Configured Application	OBIEE/OBIA Application
Retrofitted Custom Objects (ODI)	OBIEE/OBIA Application
Executed Unit Test Cases	MS Word/Excel
SIT Test Cases	MS Word/Excel

Testing and Training Phase:

Responsibility Matrix:

	Bourntec Solutions					Client				
Activity	**PM**	**TC**	**FC**	**US**	**DBA**	**PM**	**TL**	**FL**	**DBA**	**QA**
Execute System Integration Testing (SIT) Test cases	R	P	P	P	P	R	P (60%)	P (60%)	PA (60%)	PA (100%)
Conduct Conference Room Pilot - II	R	P	P			R	PA (60%)	PA (60%)	PA (60%)	
Prepare/Update Training documentation	R	P	P			R	PA (60%)	PA (60%)	PA (60%)	
Perform Code Catch Up	R	P	P	P	PA	R	PA (60%)	PA (60%)	PA (60%)	
Perform Upgrade Test Move - 2	R	P	P	P	P	R	PA (60%)	PA (60%)	PA (60%)	
Conduct Key User Training	R	P	P	P	PA	R	PA (60%)	PA (60%)	PA (60%)	
Prepare UAT Test Cases	R	PA	PA	P	PA	R	P (60%)	P (60%)	PA (60%)	
Provide Support for User Acceptance Testing	R	PA	PA	P	P	R	P (60%)	P (60%)	PA (60%)	PA (50%)
Plan for Production Cutover activities	R	P	P	P	P	R	PA (60%)	PA (60%)	PA (60%)	

R – Responsible, **P** – Perform, **PA** – Participate
PM–Project Manager, TC–Technical Consultant, FC–Functional Consultant, US–Upgrade Specialist, TL–Tech Lead , FL–Functional Lead, QA – Quality Assurance/Testing SME ***Bourntec team participation will involve as required across all phases***

Bourntec Activities:

Deploy and Support Phase:

Responsibility Matrix:

Activity	Bourntec					County				
	PM	TC	FC	US	DBA	PM	TL	FL	DBA	QA
Perform Upgrade Mock Run	R	P	P	P	P	R	PA (60%)	PA (60%)	PA (60%)	
Perform Final Move - Cutover to Production	R	P	P	P	P	R	PA (60%)	PA (60%)	PA (60%)	
Provide Post Production Support	R	P	P	P	P	R	PA (60%)	PA (60%)	PA (60%)	

R – Responsible, **P** – Perform, **PA** – Participate
PM – Project Manager, TC – Technical Consultant, FC Functional Consultant, US – Upgrade Specialist, TL – Tech Lead, FL – Functional Lead
QA – Quality Assurance/Testing SME ***Bourntec team participation will be as required across all phases***

Bourntec Activities:

PHASE ACTIVITIES

- Execute System Integration Testing (SIT) Test cases
- Conduct Conference Room Pilot - II (with data and customizations)
- Prepare/Update Training documentation
- Perform Code Catch Up
- Perform Upgrade Test Move - 2
- Conduct Key User Training (Utilizing Train the Trainer Approach)
- Provide Support for User Acceptance Testing (UAT)
- Plan for Production Cutover activities.

Deliverable	Format
Conference Room Pilot - II	OBIEE/OBIA Application
Executed SIT Test Cases/Results	MS Excel
Training Documentation	MS Word
Key User Training Provided by Bourntec	Web Ex / Zoom
Production Cutover Plan	MS Excel/MS Word

4.4 Proposed Project Staffing

Bourntec has always been a strategic partner with all its customers in planning and achieving business growth. This is achieved through a collaborative approach for forecasting resource requirements, advance planning of resource allocation, recruitment, re-skilling, and on-time allocation of the 'right' resources for County's business requirements.

Bourntec has the required staff capacity to meet the County's schedule and requirements. Bourntec has done many similar projects with comprehensive planning to successfully perform the tasks.

Due to the critical nature of this project and stringent 'must happen' timelines, Bourntec commits executive leadership to oversee this engagement. Below table outlines the proposed staffing for this engagement.

Role	# of Resources	Work Location
Project/Program Manager	1	Remote
Business Intelligence Technical Architect	1	Remote
BI Apps Lead Consultant (Analytics)	1	Remote
Database Administrator	2	Remote
OBIEE/OBIA Lead Technical Consultant	1	Remote
Sr. Informatica Consultant (ETL)	1	Remote
Sr. ODI Consultant (ELT)	1	Remote
ODI Developer (ELT)	3	Remote
Test/QA Lead	1	Remote
Total Resource	**12**	

4.5 Proposed Working Delivery Model

Bourntec proposes to execute this project in hybrid model i.e. remote (offsite-offshore) model. The remote team co-ordination is depicted in the following image:

EST	IST DST Off	IST DST On
11pm	09:30 AM	08:30 AM
12am (midnight)	10:30 AM	09:30 AM
1am	11:30 AM	10:30 AM
2am	12:30 PM	11:30 AM
3am	01:30 PM	12:30 PM
4am	02:30 PM	01:30 PM
5am	03:30 PM	02:30 PM
6am	04:30 PM	03:30 PM
7am	05:30 PM	04:30 PM
8am	06:30 PM	05:30 PM
9am	07:30 PM	06:30 PM
10am	08:30 PM	07:30 PM
11am	09:30 PM	08:30 PM
12pm (noon)	10:30 PM	09:30 PM
1pm	11:30 PM	10:30 PM
2pm	12:30 AM	11:30 PM
3pm	01:30 AM	12:30 AM
4pm	02:30 AM	01:30 AM
5pm	03:30 AM	02:30 AM
6pm	04:30 AM	03:30 AM
7pm	05:30 AM	04:30 AM
8pm	06:30 AM	05:30 AM
9pm	07:30 AM	06:30 AM
10pm	08:30 AM	07:30 AM
11pm	09:30 AM	08:30 AM

Time	Monday	Tuesday	Wednesday	Thursday	Friday
Start of Day Indian Standard Time (1ST)	Offshore team connects with onshore UX Lead receive inputs from SMEs				
Offshore Factory Workday	Offshore team works on UX planning and execute UX delivery and delivery management activities. Peer review of UX deliverables. Uses VR controlled shared location to park the deliverables.			Use virtual collaboration tools (tele-conference, Lync screen sharing, video conferencing) to facilitate stand-up meetings between distributed teams.	
End of Day IST / Start of Day US	Standing call on project update	Standing call on project update Offshore Factory/US Team Meeting	Standing call on project update	Offshore Factory/ US Team Meeting	Standing call on project update
US Workday	Work on UX delivery planning activities Review user stories and query logs with SME Review session with Business Partners and Stakeholders Work on UX deliverables				
End of Day US	Provide next day instructions to offshore UX team				

Figure 26. Project Delivery Model and Warm Hand-over

4.6 Project Governance Model

Bourntec will leverage multiple channels and propose frequency of communication to ensure accurate and transparent exchange of information between all stakeholders for successful project delivery:

- Daily communication between the Bourntec and Client stakeholders
- Written status reports at agreed intervals – default is weekly, but adjustable to daily
- Status meetings every two weeks to review Project Roadmap and Action Items - review gap analysis, risks, issues, decisions, change requests, deliverables, and action items

In addition, the Bourntec governance structure/framework owns the responsibility for the overall functioning, review and continuous improvement of the project related activities. This drives more collaboration, sustainable knowledge management, opportunities to innovate and finally to drive successful delivery. The following Governance structure will provide required vision, strategy and control for executing the engagement as defined and planned. This structure ensures:

- Visibility and transparency of the operations and progress
- Effective communication to all stakeholders on the progress
- Risk management and mitigation
- Relationship management and client Success
- Monthly and Quarterly Business Reviews (QBR) to review engagement progress, approve corrective actions and provide scheduled opportunities for reviewing program governance

PROJECT GOVERNANCE

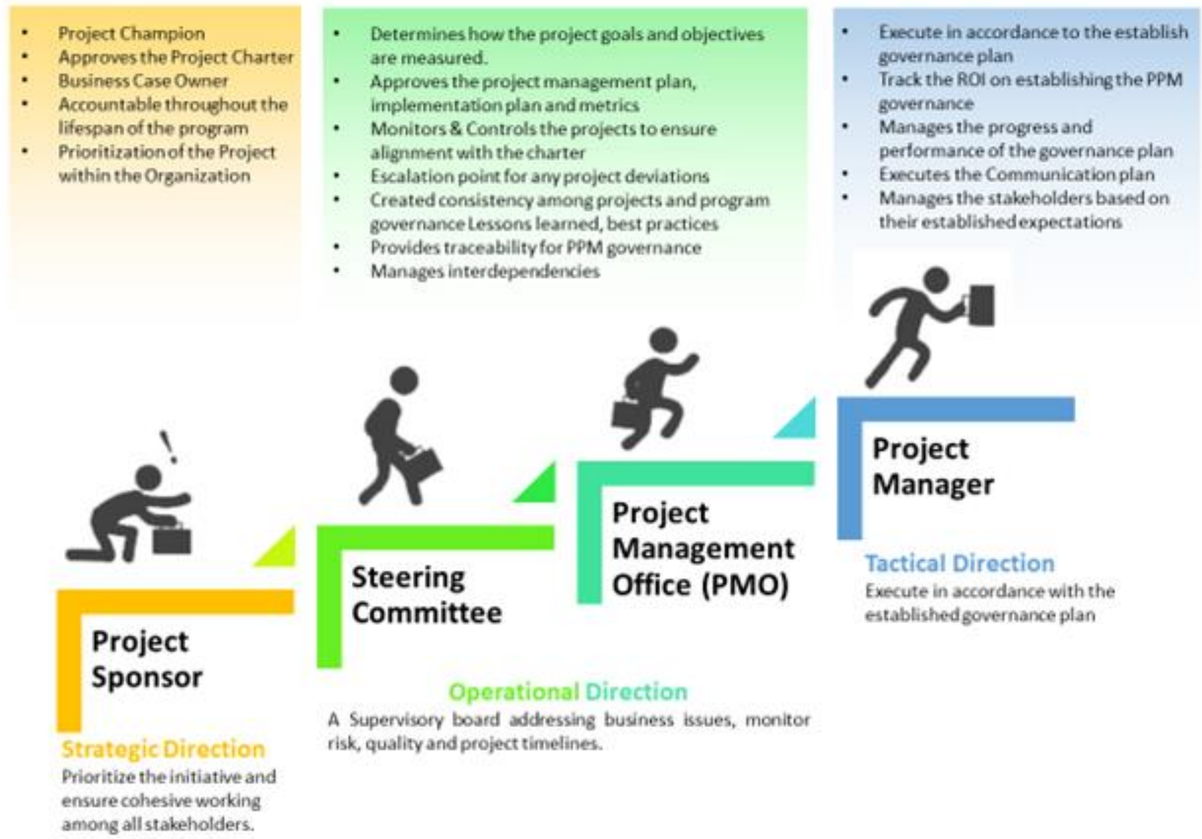


Figure 27. Bourntec Project Governance Approach

4.7 Project Communication and Reporting

Bourntec provides well-structured methods of information collection, screening, formatting, and distribution throughout a project's life cycle. We outline the understanding among project teams regarding the actions and processes necessary to facilitate the critical links among stakeholders and information that is necessary for project success. If an issue arises during development, testing phase stakeholders are notified using a pre-defined communication plan and the issue will be resolved at the earliest with minimal impact on project schedule and cost incurred.

Typically, Bourntec follows the project communication pyramid represented in the figure below:

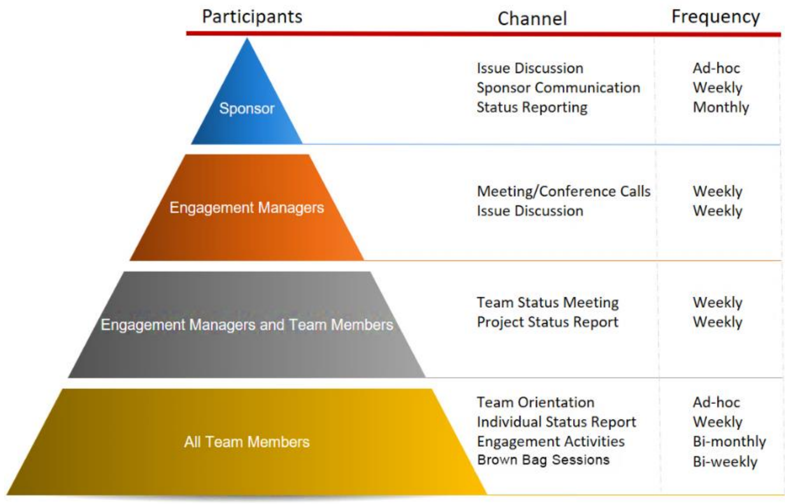


Figure 28. Project Communication Approach

With this project in mind, we recommend using the following toolset:

Function	Tool
Project Management	Microsoft Project
Project Milestone Report	Microsoft Project
Project Status Reporting & Artifacts	MS SharePoint/County's Tool
Defect/Issue Management	County Proposed
Testing (ATDD, TDD, BDD)	County Proposed

Bourntec defines the project reporting needs during the project initiation phase. Bourntec standard process of project reporting is

- Through Weekly and Monthly meetings supported by respective reports
- Overall Project Status reports for all stakeholders will leverage County Template
- Project reporting will be provided through softcopies prepared by the PMO office

Our standard reviews and actions covered in meetings as below:

Weekly Review:

- Weekly report (overall tasks status, work in Progress, pending issues, escalations, and work planning for the following week)

Monthly Review:

- Monthly Report (overall project status, metrics, critical issues, and risks)
- Future tasks in summary

4.8 Sample Project Status Report

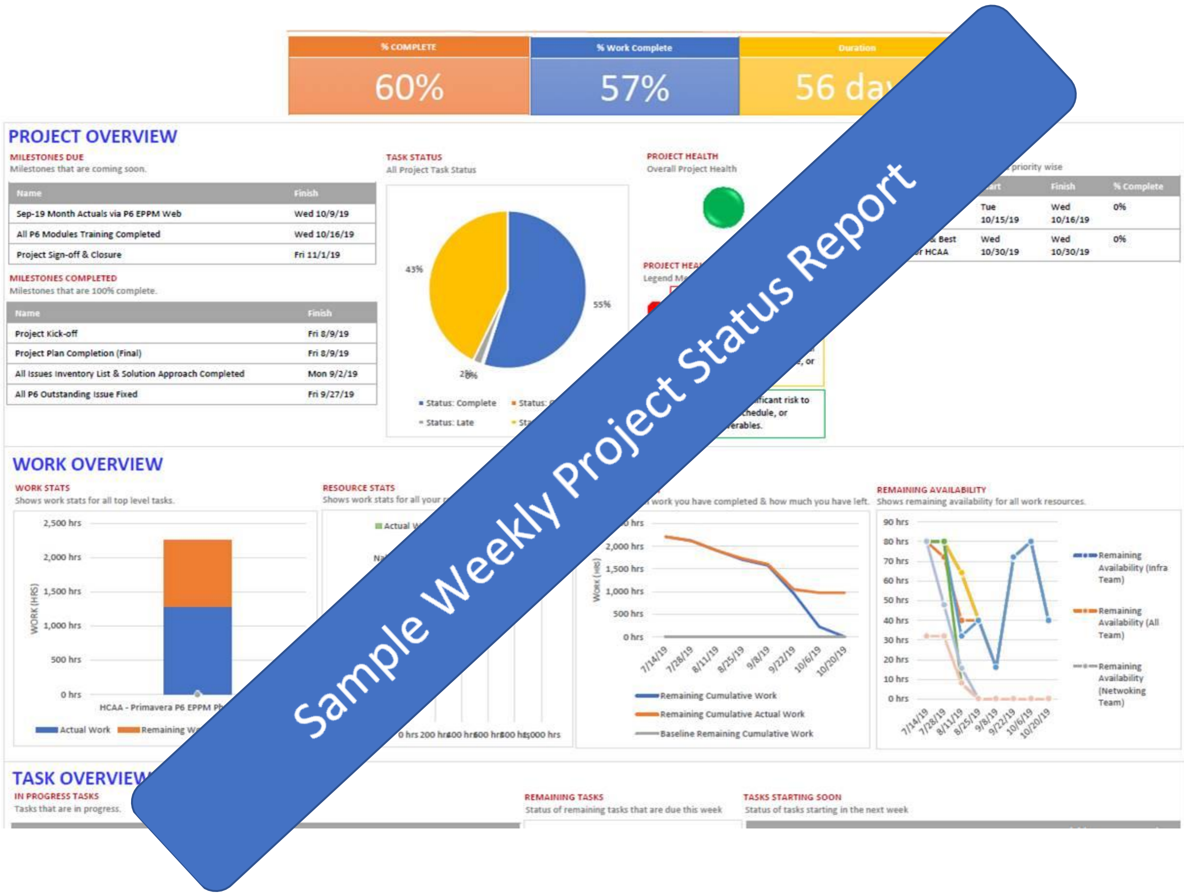


Figure 29. Project Status Report (Sample)

4.9 Project Change Management

Objective of change management process is to ensure that changes are recorded, evaluated, authorized, prioritized, planned, tested, implemented, and documented.

Change management services are activities that are ensure that standardized methods and procedures are used for efficient and prompt handling of all changes. These minimize the impact of change upon service quality and consequently improve the day-to-day operations.

Change management process provided below:

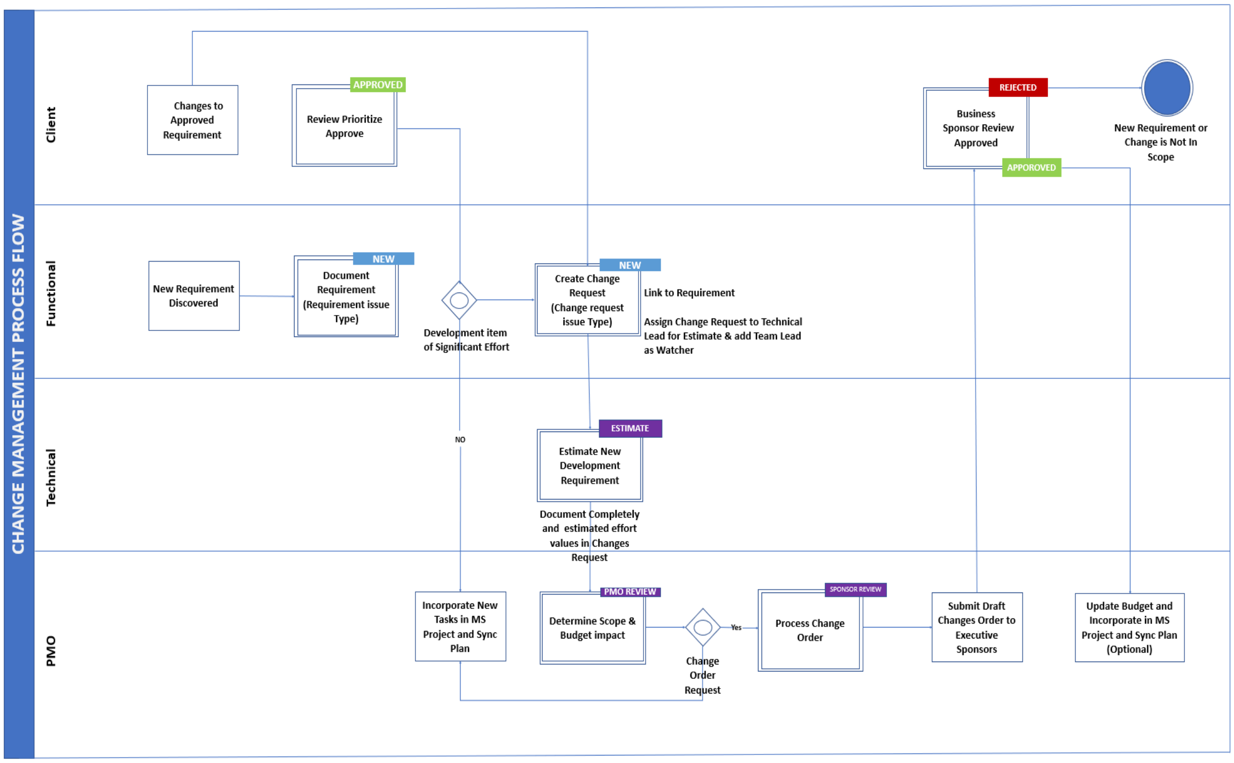


Figure 30. Project Change Management Approach

4.10 Project Risk Management

Risk and issue management is key to the project's success. As summarized in the figure below, managing risks that impact the County's project will be an iterative process that will require continual review and monitoring. Following our methodology and own best practices, our approach is one of proactive issue management to avoid project risks and includes both individual accountability and management oversight. Every issue/risk is assigned an owner who has responsibility for managing day-to-day mitigation activities. It includes formal risk plan reviews to monitor the effectiveness of current mitigation strategies, adjust priorities, identify new risks and retire risks that no longer impact the project. These reviews are also used to consider escalation to the County's stakeholders/PMO when executive input is required to resolve or mitigate negative impacts to the project.

We track and manage risks through a Bi-weekly Risk Identification and Issues Report that will be used for each status meeting. We provide the County with a consolidated project report that will cover risks and issues relating to all components of the project.

The Risk Identification section of the report will provide: a description of the risk, a categorization of the risk (such as technical, procurement, training, or communication), an analysis of the causes of the risk, and shall identify mitigation approaches and associated consequences.

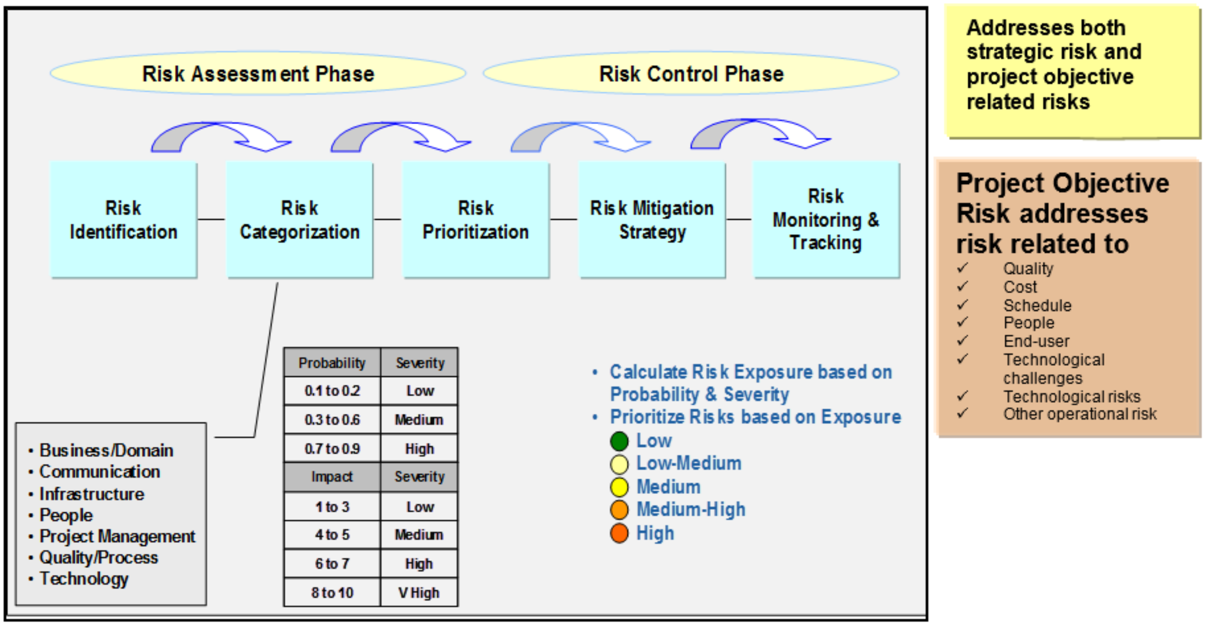


Figure 31. Project Risk Management Approach

4.11 Project Training and Knowledge Transfer

The training approach of Bourntec predominantly includes instructor-led training, based on the project, number of audience, and County requirements. Based on the complexity of the application, we initiate the user training during implementation/upgrade and before Go-Live which involves training to the Subject Matter Experts and Technical Team leads, who in turn, will train their teams, after Process Integration Testing, but before Go-Live. All training sessions will be recorded.

Role-Based Training:

The ERP has various modules and each module shall be used by users from respective departments. Bourntec will provide role-based training to assigned Subject Matter Experts and Technical Leads which allows those users to be trained on their specific modules and/or technology stacks which are relevant to them. Bourntec role-based training helps to provide effective training to users. All training assumes that both Subject Matter Experts and Technical Leads have a complete understanding of the supported areas and Bourntec will be training on the differences between 12.1.3 and 12.2.10.

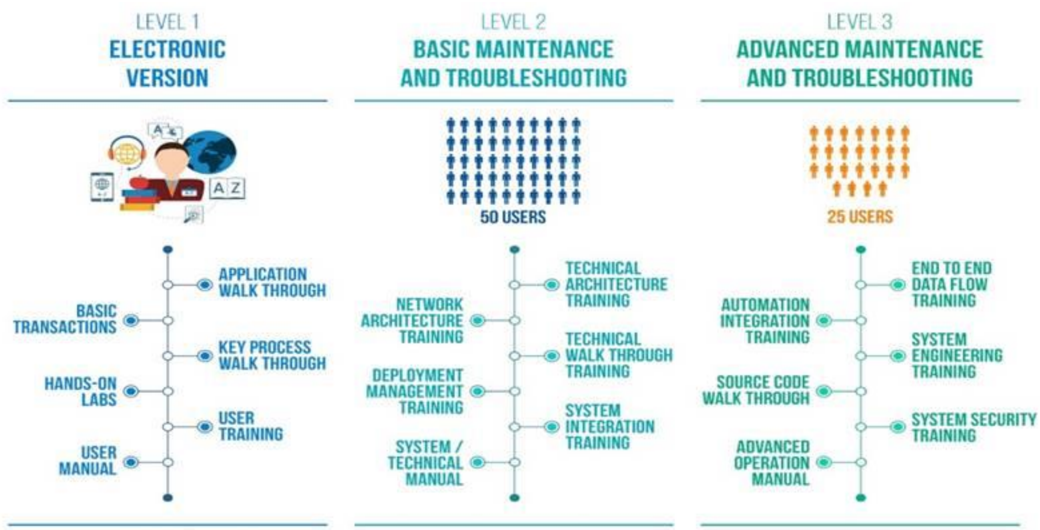


Figure 32. Bourntec Training Appraoch

Training Approach:

Bourntec will provide required role-based training to County, using the "Train-the-Trainer" model. Bourntec shall be responsible for creating training materials based on new functionality, and County will incorporate changes into existing training material if possible. The assigned SME and Technical Leads will be the designated resources to conduct additional end-user trainings, if necessary.

Bourntec will also provide a system administration document and topography. The Functional System Administration document includes information for the business unit to maintain the business application components, such as adding new users.

Following are the identified training tasks:

- Identify System Administrators, Technical Leads, and SMEs (County)
- Identify and prioritize specific training requirements (Bourntec/County)
- Develop/Enhance existing required training material and documentation (Bourntec/County)
- Hold "train-the-trainer" sessions (Bourntec/County)
- Schedule role-based training sessions (Bourntec/County)
- Hold end user training sessions prior to go live (County)

Training Delivery Mechanism:

- Virtual Training
  - Live Training with walkthrough on Oracle Business Intelligence and Administrative Functionality

3 Pillars of our Training for Technical Resources

To guarantee the client with highly skilled staff, we have developed the finest training programs for our personnel, which is encapsulated in the 3-Pillars of our Training as stated below:

- **Training Initiation:** Training initiation will be done by Bourntec training CoE Team as identified in the project plan.
- **Training Development:** Feedback from the client and consultant's team members to increase the efficiency of the training programs and improve them with best in class methods for learning.
- **Training:** Conduct functional training sessions (Business Use) to make the end user strong enough to handle both the technical and managerial roles.

Bourntec's training staff will develop training and/or collaboration materials of resource identified above. Once the material is established and approved, we will process the training material. We will provide 'hands-on system training', 'walking through typical scenarios' and 'actual day-to-day job functions' using the actual systems and referencing the material wherever appropriate.

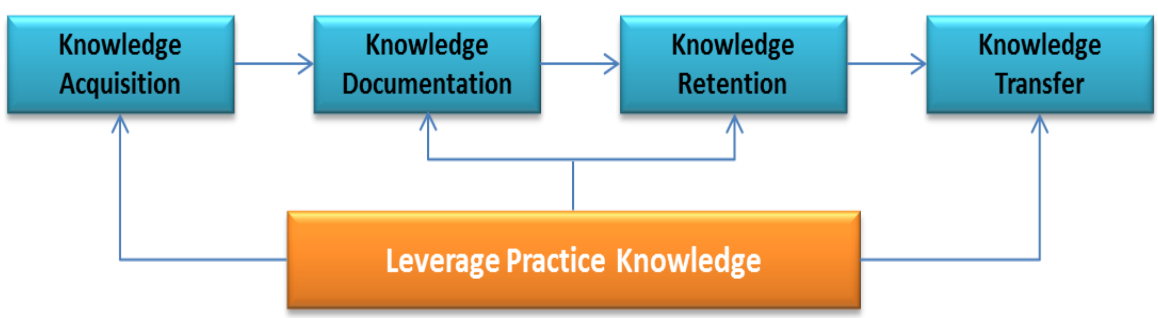


Figure 33. Bourntec Knowledge Transfer Approach

5. Project Budget and Commercials

This section provides the overall budget needs to execute the project.

5.1 Project Pricing

Bourntec uses various models to estimate pricing for similar size upgrades, packaged implementation, development of individual components such as use case analysis, functional point analysis and component complexity classification, depending upon the granularity of requirements specified. Based on the scope, approach, staffing and assumptions we have developed the following payment plan tied to a deliverables-based milestone.

The total firm fixed price project cost for the County's BI upgrade is: **$286,000.**

5.2 Payment Schedule

The table below lists all activities and milestones during County's Business Intelligence upgrade.

Project Phase	Activities	Pay Out %	Hold Back %

ENVISION	▪ Project Planning and Strategy
	▪ Requirements Gathering and defining Scope
	▪ Establish Project Management Approach
	  ○ Project Steering Committee
	  ○ Scope and Requirements Management
	  ○ Risk Mitigation
	  ○ Resource Management
	  ○ Activity and Task Management
	  ○ Project Reporting
	  ○ Change Control and Management
	▪ Project Kick-Off
		10%	10%

VALIDATE	▪ Oracle Business Intelligence Environment
	  ○ Web Servers
	  ○ Application Servers
	  ○ Process/Workflow Schedulers
	▪ ODI & Database Servers
	  ○ Setup and Configuration
	▪ Informatics Mapping Inventory
	▪ Informatica Mapping Assessment, MoSCoW list for migration
		20%	10%

CONSTRUCT, CONFIG and UPGRADE	Technical Upgrade
	▪ First Pass (DEV) upgrade of Oracle Business Intelligence from 11.1.1.9.0 to 12.x
	  ○ Upgrade multiple Pass (DEV, DITL, SIT/UAT, PROD)
	▪ Tech Upgrade 12c Environment With 19c
	  ○ 1st Test Pass (DEV)
		40%	10%

Project Phase	Activities	Pay Out %	Hold Back %

	▪ OBIEE/OBIA 12c DITL Environment
	  ○ 2nd Test Pass (With Custom Mappings)
	▪ OBIEE/OBIA 12c SIT/UAT Environment
	  ○ Final Pass
	▪ OBIEE/OBIA 12c Prod Environment
	Informatica Customizations
	▪ Assess the functional and technical documents for customizations and object compare reports
	▪ Share and approve report of the recommendation
	▪ Reapply customizations that are valid
	▪ Remove customizations no longer needed as per report		

DEPLOY, TEST and TRAIN	▪ Test Planning ○ Test Plan, Test Scenarios, Test Scripts ▪ Retrofit testing in development ▪ Systems Test ▪ User Acceptance Test ▪ Development of End User Training Materials ▪ Training of Trainers ▪ Role-Based Training ▪ End user Training Sessions ▪ **Go-Live** - Final Pass (Move to Production)	20%	10%
SUSTAIN and SUPPORT	▪ Post-production break-fixes ▪ Hypercare	10%	

Figure 34. Activities and milestones

Fee Schedule Breakout	Total Payout %	Total Payout per Milestone	Invoice Payout $	Hold Back $
1-ENVISION	15%	$42,900	$38,610	$4,290
2-VALIDATE	15%	$42,900	$38,610	$4,290
3-CONSTUCT, CONFIG & UPGRADE	40%	$114,400	$102,960	$11,440
4-DEPLOY, TEST & TRAIN	20%	$57,200	$51,480	$5,720
5-SUSTAIN & SUPPORT (Hold back release)	10%	$28,600	$54,340	
	100%	$286,000	$286,000	

6. Appendix

Below table lists few acronyms used in this document

Acronyms	
APPS	Applications
ATDD	Acceptance Test Driven Development
BAU	Business as Usual
BDD	Behavior Driven Development
BDM ™	Bourntec Delivery Methods™
BI	Business intelligence
BOUL™	Bourntec's Oracle Upgrade Lab™
BTS	Business Technology Staff
CEMLI	Configuration, Extension, Modification, Localization, and Integration
CMMI	Capability Maturity Model Integration
CoE	Center of Excellence
CONFIG	Configuration
CRP	Conference Room Pilot
DEV	Development
DITL	Day in the life
BI	Business Intelligence
ERP	Enterprise Resource Planning
ESC	Executive Steering Committee
FSS	Federal Supply Schedules
HCM	Human Capital Management
IST	India Standard Time
IT	Information Technology
MoSCoW	Must have, Should have, Could have, and Won't have
MS	Microsoft
MWBE	Minority and Women Business Enterprise
OBIEE	Oracle Business Intelligence Enterprise Edition
OBIA	Oracle Business Intelligence Applications
OCI	Oracle Cloud Infrastructure
ODI	Oracle Data Integrator
OOB	Out-of-the-box
OOP	Out-of-Pocket
PIT	Process Integration Testing
PL/SQL	Procedural Language for Structured Query Language
PMBOK	Project Management Body of Knowledge
PROD	Production
PSA	Professional Services Agreement

Acronyms	
QA	Quality Assurance
QBR	Quarterly Business Reviews
RDF	Resource Description Framework
ROI	Return on Investment
SBA	U.S. Small Business Administration
SIT	System Integration Testing
SME	Subject Matter Experts
SOW	Statement of Work
Sr.	Senior
TDD	Test Driven Development
UAT	User Acceptance Testing
UX	User Experience
VPD	Virtual Private Database
XML	Extensible Markup Language

Figure 35. List of acronyms and abbreviations

7. Project Approval and Sign-off

This approval is for the above detailed work outlined above and acceptance therein. Electronic approval is acceptable.

Bourntec Solutions Inc.

Authorized signatory

Signature ____________________ Date 02/05/2021

Pinellas County Business Technology Services

Authorized signatory

Signature ____________________ Date ____________

Statement of Work

ORACLE E-BUSINESS 12.2.X UPGRADE AND ROADMAP FUNCTIONAL SUPPORT

Submitted by:

BOURNTEC SOLUTIONS

1701 E Woodfield Road Suite 200

Schaumburg, IL 60173

Phone: 224-232-5090 Facsimile: 847-805-6392

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(MWBE AND SBA SMALL BUSINESS)

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1. Executive Summary

Established January 1, 1912, Pinellas County (hereinafter "County") is one of the most densely populated counties of Florida. Pinellas County is 38 miles long and 15 miles at its broadest point, for a total of 280 square miles and 588 miles of coastline. It is the second smallest county in the state of Florida.

County is currently executing an upgrade of its Oracle E-Business Suite system from 12.1.3 to 12.2.X.

This is a multi-track upgrade with an initial focus on technology stack refresh to take advantage of technology improvements; identification of new features/functions within 12.2.X to address the current business process gaps, system issues, mitigation of existing customizations (CEMLIs) and improve data analysis and dashboards. In addition, the functional resources being requested will lead the business effort to support:

1. Business consulting services to support 12.2.X technical upgrade, organizational change management, and defining future state roadmap creation.
2. Identification and/or creation of current and future state business processes, controls and desktop procedures.
3. Defined future functionality to improve business capability, data access, decision making and streamline departmental and organizational controls and processes.
4. Assist in the creation of the solution 1-3-year "to be" roadmap that will be presented to county Leadership.
5. Lead the effort to automate non-value-added functions based on predefined workflow and business rules.
6. Lead the effort to integrate Single Source of Truth, System of Record and Reduction of Manual effort.
7. Lead the following upgrade efforts:
    a System testing (scripts, controls, business resource logistics, results validation and execution)
    b Desktop procedures updates/creation
    c Integration testing (system, external, and manual processes) to complete cross organizational/department processes
    d Training process, material and execution
    e Organizational change management support
    f Knowledge transfer to Subject Matter Experts and Process Owners.
    g HyperCare Support

2. Overview of Proposed Activities and Deliverables

County will leverage a multi-vendor Functional Resource model that will report to the upgrade project team representing specific workstream process owner(s). They will be responsible for the following activities and deliverables:

The tables below outline the key activities and deliverables.

E-Business Suite Upgrade – *Technical Upgrade*
✦ Activities ◻ Hands on leadership, execution, and support for the primary SME and business process owners (BPO) to review current business processes, including all applicable work stream level processes ◻ Work with SME and BPO, BTS, and Bourntec to identify and document gaps and issues within the business workstream area(s) ◻ Assess and document 12.1.3 vs 12.2.X system capability that addresses county workstream gaps, issues and/or improved controls/processes ◻ Lead training for SME and end-users ◻ Lead functional and process integration effort to support the validation of the Technical Upgrade of E-Business Suite Environment from 12.1.3 to 12.2.X ◻ Lead the effort to collect, create, and validate current and future state business processes flows, training material, procedures ◻ Support 12.2.X functional testing ◻ Lead 12.2.X process integration testing ◻ Lead functional processes to support production cut over ◻ Lead Hypercare effort to improve user adoption and assist in the resolution of system issues to improve the stability of the environment ◻ Perform knowledge transfer (KT) to workstream subject matter experts to ensure that they can support their focused areas post go-live ✦ Deliverables ◻ Updated BR-100s system documents ◻ TE040 Test Scripts for functional and process integration testing ◻ Desktop Procedures and Process flow ◻ End-User Training material ◻ Testing validation documentation ◻ Create 12.1.3 vs 12.2.X solution gap resolution ("to be") document ◻ Customization mitigation recommendation document ◻ Create KT documentations and execute KT to all primary and secondary SMEs

Figure 1. E-Business Suite Upgrade – Technical Upgrade

E-Business Suite Upgrade – *Organizational Change Management* (OCM)

- Activities
  - Lead workstream(s) requirements to support OCM effort for the technical upgrade project and post adoption success.
  - Support OCM assessment, documentation, communication, and execution required to support the technical upgrade
  - Lead the OCM assessment and documentation based on "To Be" future state outlined in the 1-3 year roadmap
  - Support the completion of OCM metrics necessary to track and report on the success of the adoption of the technical upgrade
- Deliverables
  - OCM controls, communication and tracking documents
  - Postproduction OCM support procedures

Figure 2. E-Business Suite Upgrade – Organizational Change Management (OCM)

E-Business Suite Upgrade – *Roadmap*

- Activities
  - Lead an assessment for the recommended changes necessary for "to be" business processes improvements within 12.2.X using the latest "best practices" leveraging the technical upgrade environments as well as consideration for the business process enhancements
    - Create applicable workflow diagrams to support new processes documentation
    - Lead functional and system integration effort to support E-Business Suite Environment integration with other county 3rd party applications
    - Lead the effort to identify future state cross business processes flows and procedures
  - Assist in the effort to create an executive presentation for a future state roadmap recommendation
    - Lead the review and recommendation of future Dashboards
- Deliverables
  - Future state solution outlined in a 1-3-year ("to be") roadmap
  - Business case, per workstream, to support 1-3-year roadmap justification
    - Estimated level of effort to support business case

Figure 3. E-Business Suite Upgrade – Roadmap

3. Consulting Service Requirements

Consultant(s) possess expert functional and configuration knowledge across multiple workstreams (based on the following functional areas: Grants, Projects (Accounting and Portfolio Management), Project Procurement, iProcurement, iSupplier Portal, Vendor Management, Procurement, Sourcing, Inventory, Payroll, HCM, Talent Acquisition, Performance Management, OTL, Absence Management, Advance Benefits, Employee Self-Service, iExpense, Employee Self-Service, Workflow, and ECC) leveraging Industry Best Practices processes and Organizational Change Management controls. This includes

- Oracle EBusiness 12.1.3 and 12.2.X requirements gathering and documentations
- Agile solution modeling
- Process and procedural documentation
- Process flow defined at the workstream/multi-departmental transaction level
- Industry Best Practices within a Public Sector/Government Organization
- Organizational Change Management knowledge
- Oracle Functional and Process integration testing
- Development and execution of testing and training requirements
- At least 1 new implementation and 1 upgrade leveraging Oracle eBusiness Technology
- Supporting Future state "to-be" requirements, business justification, level of effort and cost creation and presentation to execute management
- Working with an aggressive timeline and multiple organizations with various objectives
- Flexible work hours
- Ability to leverage the following tools to support document and communications:
    - Microsoft Office
    - Microsoft Teams
    - Microsoft Projects
    - Microsoft Visio

4. Project Assumptions

The follow identifies the known assumptions at this time, but please be aware that these assumptions may evolve over the life of the project.

- Consultant must possess the ability to work within a diverse group of individuals sources for multiple County and external organizations
- Consultants will adhere to the priorities of the Technical Upgrade Project's timeline and deliverables.
- Consultants must be able to work independently, within large groups in remote locations, and with all levels of the organizations (Users, SMEs, Process Owners and Executives)

- Presentation skills and documentation are critical to leading training, Day in the Lift Demos, testing and "To Be" future state, therefore the consultant(s) must have the ability to create and present to all levels of the organizations.

5. Proposed Resource Sourcing Approach

Based on the previously stated Proposed Activities and Deliverables; Consulting Services Requirements; and Project Assumptions, the Resource Sourcing Approach will leverage 4 Oracle 12.2.X functional expert resources that will act as the Business/Oracle expert within multiple workstreams that will support our,

- Oracle E-Business 12.1.3 to 12.2.X Technical Upgrade Project
  - Functionality Assessment (new, required, customizations, Out of the Box, Industry Best Practices, including:
    - Identification of upgrade business drivers, objectives, and success factors
    - A detailed study of the existing system landscape
    - Identifying and mutually agreeing upon business process scope across multiple organizations and departments
    - Establishing the project assumptions and constraints and obtaining a sign off
    - Quantifying the potential resource responsibilities and process impacts
    - Understanding the various upgrade paths and factors influencing the timeline
    - Determining possible “low hanging” opportunities that can be incorporated into the upgrade without jeopardizing its budget and schedule
  - DITL demo
  - Training material creation and documentation
  - Testing script update/creation and execution
  - Go-live Cut Over
  - Postproduction HyperCare (22 business days)
- Creation 1-3-year roadmap
- Assist in the OCM creation and support efforts to communication and execute OCM objectives

6. Project Budget and Commercials

6.1 Project Pricing

Due to the inter dependencies and timelines with the County’s Oracle E-Business Suite upgrade project, we are assuming that our Functional Consultants will begin services on March 1st, 2021 and will continue through September 3rd, 2021 (Initially 28+ weeks) with possible future extensions through change requests as necessary.

Title and rates of resources that will be utilized is stated in the below table. Billing will be on a Weekly Time-and-Materials (T&M) basis at a discounted rate of $5400 per week per consultant. Travel cost is not included and must be pre-approved.

If additional or extended advisory service is required beyond the period of this SOW, a change request must be agreed upon and executed prior to work being approved.

6.2 Payment Schedule and terms

- Bourntec is offering a weekly rate for County's E-Business Suite upgrade Functional Consulting services as defined within this document.
- Local Government Prompt Payment Act terms apply. Per Bourntec GSA contract's Prompt Payment terms, Bourntec will provide an additional discount of 1% if paid within 10 days. This will not increase the total invoice value if payment is not made within 10 days.
- Estimates are based on the preliminary resource requirements defined and the project assumptions documented for the SOW. Any delay due to scope, resource availability and/or the Oracle 12.2.X upgrade may result in a change request.
- Any additional services beyond the scope of this SOW will require a Change Order subject to review, approval and mutually agreed upon by the County and Bourntec.
- Pricing and Labor categories used in accordance with Consultant's GSA FSS 47QTCA18D00LE

Title	GSA ID	GSA Title	GSA Offsite for each consultant	Offered Discounted Rate for each consultant
Sr. Functional Consultant (Grants, Projects Integration, Project Portfolio Management Suite)	70-13251-003	Business Analyst (SME)	$7347.60 / week	$5400/week
Sr. Functional Consultant (HCM/Self Service Absence Management, Talent Acquisition)	70-13251-003	Business Analyst (SME)	$7347.60 / week	$5400/week
Sr. Functional Consultant (Advance Benefits, Performance Management, Employee Development)	70-13251-003	Business Analyst (SME)	$7347.60 / week	$5400/week
Sr. Functional Consultant (Core Procurement, Procurement Integration, Project Procurement, Sourcing Integration)	70-13251-003	Business Analyst (SME)	$7347.60 / week	$5400/week

Figure 4. GSA Labor category utilization and discount offered

7. Appendix

Below table lists few acronyms used in this document

Acronyms	
AP	Accounts Payables
AR	Accounts Receivables
BPO	Business Process Owners
BTS	Business Technology Staff
CM	Cash Management
DITL	Day in the life
ECC	Enterprise Command Center
FA	Fixed Assets
FSS	Federal Supply Schedules
GL	General Ledger
GSA	General Services Administration
HCM	Human Capital Management
ID	Identification
KT	Knowledge transfer
OCM	Organizational Change Management
OTL	Oracle Time and Labor
SLA	Sub Ledger Accounting
SME	Subject Matter Experts
SOW	Statement of Work
Sr.	Senior

Figure 5. List of acronyms and abbreviations

8. Project Approval and Sign-off

This approval is for the above detailed work outlined above and acceptance therein. Electronic approval is acceptable.

Bourntec Solutions, Inc.

Authorized signatory

Signature ____________________ Date 02|05|2021

Pinellas County Business Technology Services

Authorized signatory

Signature ____________________ Date ____________

Statement of Work

Submittal to:

ORACLE E-BUSINESS SUITE 12.2.X - OCM

Submitted by:

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Schaumburg, IL 60173
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(MWBE AND SBA CERTIFIED)

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1. Executive Summary

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County would like to incorporate Organizational Change Management (OCM) into their Oracle 12.2.X upgrade to ensure the necessary structure, communications, training and oversight methodology is in place to address any user's experience changes, adoption of new functionality, resistance to change, improve communication, and a user impact analysis based on their 1-3 Year Roadmap. Our OCM service will support the following initiatives:

1. Change Management Pre-work
    a. Readiness assessment
        i. Senior Leadership
        ii. Sponsors
        iii. Process Owners
        iv. Subject Matter Experts
        v. Users
    b. Core value identification exercise
    c. Risk assessment
    d. Success metrics
    e. Feedback strategy
    f. Change communication requirements
        i. Executive Leadership
        ii. Process/Workstream groups
        iii. Project teams
        iv. Users
        v. External users
2. Manage Personal Transitions (resistance)
    a. Process Owners
    b. Users
    c. Technology group
3. Develop Change Plan
    a. Communication
    b. Training
    c. Go-Live
    d. Post-Go-Live (Business Realization Plan)

Bourntec Solutions, Inc. (hereinafter “Bourntec”), is a CMMI Level 3 certified Oracle Gold Partner and Amazon Advanced Partner – Public Sector Partner. Bourntec is a certified minority and women owned small business enterprise with a primary focus in Oracle E-Business Suite implementations, roll outs, integrations, upgrades, OCM, and managed services.

- Over 25 years of experience across diverse industries, specifically Oracle consulting services
- Proven expertise in technical consulting and infrastructure expertise across implementations and upgrades, performance tuning, system sizing, maintenance, database administration managed services
- Mitigation of implementation user impact leveraging “Best in Class” Organizational Change Management methodology.

Bourntec thanks County for the opportunity to present this Statement of Work (SOW) for Oracle E-Business Suite upgrade OCM services. Bourntec is well positioned to provide the necessary services to support the County’s OCM requirements to reduce anxieties and improve adoption during their Oracle 12.2.X upgrade.

At Bourntec, we understand that you are surrounded by constant innovation, technology enhancements, environmental challenges, and a connection to a complex and ever-changing business network, all of which has created a new normal of perpetual change. As a way of handling the increased volume of change, we have created a proven methodology to aid organizations and individuals like yours in managing this change. As a result, we have defined the necessary components for effectively managing change, both known and unknown. These proven tools, resources, and techniques have been reviewed and curated into this methodology, which contains those most appropriate and flexible for use with the County’s requirements.

1.1 Overview of Proposed Solution

This Methodology begins with an introduction to the importance of change management and goes over the seven components necessary to effectively manage change. It is organized into four main sections:

(1) Change Management Pre-work
(2) Manage Personal Transitions (resistance)
(3) Develop Change Plan
(4) Implement and Monitor the Change.

Each section contains a collection of tools and techniques which organize the work needed for the change initiative and they are best followed chronologically.

While we have developed a multitude of tools, not all tools will be necessary for every change. During the Change Management Pre-Work exercise, we will work with you to determine which tools to use. However, the following core tools will be leveraged for this project:

- Case for change template
- Compelling vision Interview template
- Change communication plan overview and template
- Change Readiness assessment
- Manage Personal Transitions (resistance) Section
- Feedback Strategy Overview and Options
- Behavioural change Plan

Other assessment templates and tools may be used by the OCM Lead if the lead determines further clarification is needed during the project.

1.2 Bourntec's OCM Methodology

As a large and complex public sector organization, when it comes to bold and innovative initiatives, organizational change management is often the key component in driving the success of these ventures. As you would know from experience, not all change initiatives are equally disruptive. Some will have a greater impact and be more challenging. Others may be barely noticeable.

Change can be grouped into two main categories: Incremental and Transformational.

- Incremental change is easier to implement successfully. It is often based on the current state to improve the existing way of doing our work. It typically involves fewer changes and affects a small number of people.
- Transformational change is more difficult to implement, typically having only a 30% success rate.

Things get more challenging when the change is Transformational because it is designed from a future state and involves a fundamentally new way of doing things. This typically involves significant culture change and affects a large number of people. The complexity involved in culture change is often why it is easier to change the change than it is to change the culture.

Culture is our values, beliefs, assumptions, and unwritten rules. These shape our behaviors and mindset as well as our performance. Individuals within an organization co-create the culture through conversations and by following the behavior of his/her leaders and/or seasoned peers. In addition to the overarching culture of an organization, individual subcultures often exist. Both cultures must be considered for each initiative if you are going to determine the right approach to leverage to ensure adoption.

Since there are many complexities involved in executing a change initiative, both change management and project management components are required. Sometimes change management and project management are mistaken as one and the same, whereas they are two complementary yet different disciplines. Both utilize formal processes, tools, and techniques to manage change. Change management focuses on ensuring the support of the people while project management focuses on the work tasks to be executed. Leveraged together, a proactive change management and project management structure will lead to adoption and achievable business benefits from the initiative.

As we all know, people are the one common denominator to achieve success of most initiatives. However, individuals have two processing traits, rational and emotional, that must be taken into consideration. Rational behavior is reflective, deliberate, analytical, and future focused. Rational Thinkers define actions and plans. Without Rational Thinkers there is will be no execution path to completion. Emotional Thinkers are instinctive, feel pleasure and pain, and can be influenced by personal and/or external factors

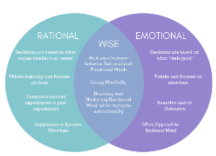
To change behavior (our own or someone else's), we must do three things:

1. Rational Thinker – make the destination crystal clear, even if it is by force.

Rational Thinkers have their own issues. A Rational Thinker anticipates issues and analyzes information before deciding on a direction, a perfectionist at times. When a Rational Thinker isn't sure exactly which direction to go, they confuse the Emotional Thinker with complexity and a lack of clarity. This confusion creates uncertainty to act on behalf of the Emotional Thinker, which the Rational Thinker perceives as resistance.

2. Emotional Thinker – make people feel the need for change and strives for harmony but will settle for compromise.

When an Emotional Thinker is not in agreement with the direction or timeline of their Rational Thinker, the Rational Thinker will become frustrated to the resistance of change. However, the Rational Thinker knows that brute force will only provide temporary acceptance, because in the long run, the Emotional Thinker will always win. Why? Without acceptance and adoption, the project will fail, and consistent brute force is exhausting to all parties. Nevertheless, it is the responsibility of the Emotional Thinker to provide vision, value, and justification for change and acceptance if the project is going to be successful and work with the Rational Thinker to create a common communication plan to motivate all users to adopt this change or the project is doomed.



3. Clarify the Future – be specific and consistent.

To direct the Rational and Emotional Thinkers, we need to provide clarity by determining and focusing on impacted situations and objectives, including the user and environmental impacts, to ensure that changes will be adopted. They must be specific regarding scope, process changes, roles and responsibilities, empowerment, executive support, and timelines so they are likely to stay aligned to the end state goal. We must define and execute a communication strategy to supports this effort that repeatedly promotes the end state value to the project. This consistent behavior will establish an environment of collaboration and communication and reduce the negative impact of resistance and/or force.

1.3 Change Management Key Components

For a change initiative to be regarded as successful, the desired objectives of the effort must be fully realized. However, 70% of change initiatives fail because organizations do not engage in effective and flexible change management. There are seven necessary components of change management. If any component is neglected, the result will be a less than optimal achievement of the initiatives' goals. The below graphic illustrates the seven components required for successful change management and indicates specific consequences that occur when a component is missing. To assist you in proactively addressing each component, relevant remedies from the methodology will be provided.

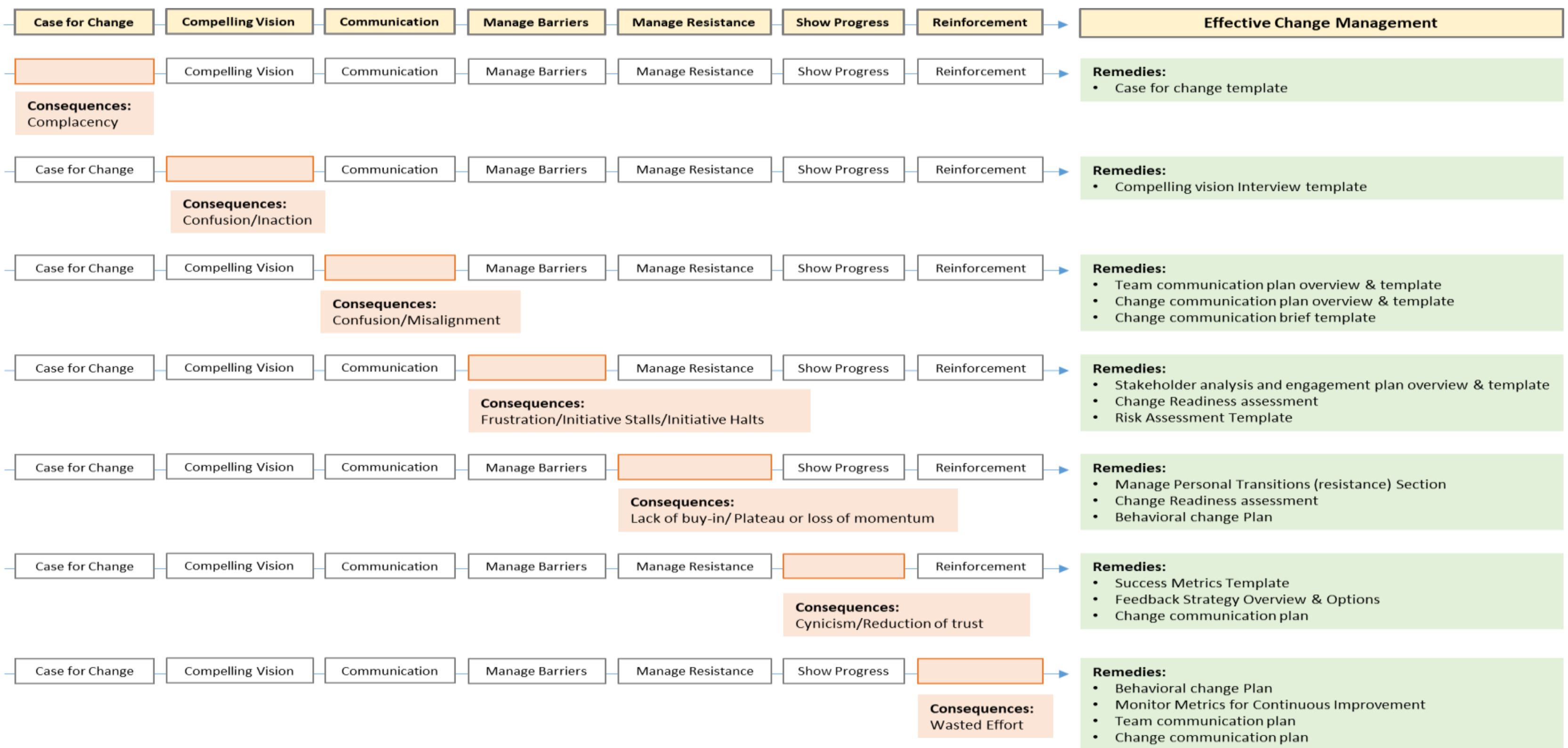


Figure 1. Change Management Key Components

2. Change Management Pre-Work

2.1 Change Behavior – Direct the Rational Thinker

Think of the rational side of an individual's brain as the Rational Thinker. The Rational Thinker's strength is to think and to plan. A Rational Thinker likes to contemplate and analyze information before deciding on a direction. When a Rational Thinker is not sure exactly which direction to go, they lead the emotional side of an individual's brain (the Emotional Thinkers) in circles. This lack of clarity results in confusion on behalf of the Emotional Thinkers and gives the Rational Thinkers the perception of resistance.

2.1.1 Make the Destination Crystal Clear

Identify Differentiator Processes:

In situations requiring change, the Rational Thinker sees problems everywhere which may result in "analysis paralysis" and negative perception of all current processes. To reduce conflicts between the Rational and Emotional Thinkers, the Rational Thinker needs to understand which current processes are differentiators within the current business or technical processes and which ones are open to migrating to Industry Best Practices (IBP) and/or "Out of the Box" (OOB) processes. These differentiators will point directly to solutions that work in the current environment and require replication in the future environment. All other processes can then be implemented quickly and reduce system customizations and complexity, thus creating a solution win that will provide direction and clarity from the Rational Thinker to the Emotional Thinker.

Predefined Critical Tasks:

Execution and end state solution falls under the purview of the Rational Thinker. The more choices available to the Rational Thinker, the more ambiguous the path. An ambiguous path creates uncertainty, which makes the Emotional Thinker anxious. An anxious Emotional Thinker wants to stay on the path of the "status quo" rather than change to an uncertain path. The "status quo" is comfortable and reduces the Emotional Thinker's anxiety. This means the Rational Thinker will have to constantly provide clear and simplistic paths and task assignments with acceptable lead time to keep the Emotional Thinker on the path. This will lead to successful change, elimination of ambiguous goals, and translate into concrete behavioral goals and adoption. Over time, these defined behaviors become instinctive and generate less vague direction from the Rational Thinker.

Point to an All or Nothing Destination:

It is necessary to provide the Rational Thinker with a near-term vivid picture of all or nothing goals which shows what could be possible. Describing a compelling destination prevents the Rational Thinker from getting lost in analysis. Instead, the Rational Thinker starts figuring out how to get to the goal. This also shows the Emotional Thinker why the journey is worthwhile, without giving the Emotional Thinker any wiggle room to rationalize failure.

Templates and tools are provided in this section to direct the Rational Thinker in relation to your change initiative.

2.1.2 Case for Change Template

The *Case for Change Template* is a tool that provides the Change Manager with one place to capture all the reasons a change needs to occur. Information to complete this template will be pulled from existing documents: Scope of Work, Project Charter, and relevant background information provided by the Sponsor.

Information on this template will be used to craft communications for each relevant audience impacted by the change.

To reveal the reasons for the change, answer the following questions.

Background What current problems need to be solved? How did we get here?	
Current State Where are we now? Why is what we're doing currently not working? What opportunities are being missed?	
Risks of Not Taking Action What future problems are anticipated if no action is taken? What is the impact to the organization?	
Benefits of Taking Action What are the benefits of making the change? What is the impact to the organization?	

Audience:

- Tailor the Compelling Vision message to the audience
- Put yourself in the shoes of your stakeholders – what will be inspiring to them:
  - Sponsor
  - Process Owner(s)
  - Sub-process Owner(s)
  - Directors/Managers of impacted employees
  - Impacted Employees
  - Customers

Figure 2. Case for Change Template

2.1.3 Compelling Vision Interview Template

The *Compelling Vision Interview Template* is a tool that provides the Change Manager with probing questions to discuss with the Project Sponsor. Answers to these questions will be used to craft communications for each relevant audience impacted by the change.

To discover the Sponsor's vision for the change, discuss and answer the following questions.

Organizational Goal What do we hope to achieve?	
Organizational Benefits How will things be better?	
Impact to Stakeholders Expected benefits?	
Impact to Stakeholders Potential consequences or impacts?	

Audience:

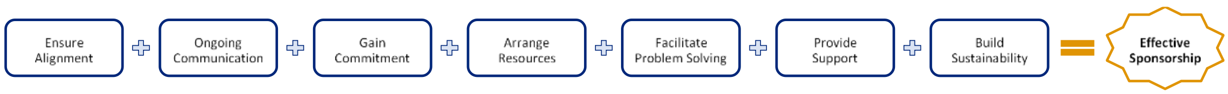
- Tailor the Compelling Vision message to the audience
- Put yourself in the shoes of your stakeholders – what will be inspiring to them:
  - Sponsor
  - Process Owner(s)
  - Sub-process Owner(s)
  - Directors/Managers of impacted employees
  - Impacted Employees
  - Customers

Figure 3. Compelling Vision Interview Template

2.1.4 Sponsor(s) Expectation Template

Effective project sponsorship is essential to the success of a change initiative. The executive sponsor is accountable for achieving the initiative's expected realized benefits. The project sponsor serves as the primary link between the project work team and executive leadership. This involves acquiring the necessary organizational support and facilitating strategic decision making to ensure a successful project outcome.

Throughout the lifecycle of the change initiative (pre-implementation, implementation, post-implementation) an effective sponsor must actively engage in the following activities:



The below table outlines the responsibilities of an effective sponsorship throughout the lifecycle of a change initiative:

Pre-Implementation	Implementation	Post-Implementation
☐ Ensure alignment with strategic goals ☐ Assess organizational readiness based on existing commitments ☐ Create and lead Steering Committee (if needed) ☐ Contribute to Project Charter & provide sign-off for go/no-go decision ☐ Communicate expected project benefits to impacted stakeholders ☐ Delegate decision making authority as appropriate ☐ Champion project pre-implementation kick-off with a personal commitment message ☐ Serve as point person for escalated issues ☐ Approve Project Plan and secure project resources ☐ Attend regular status updates and provide feedback to prevent scope creep and course correct if needed	☐ Delegate decision making authority as appropriate if iterations are necessary ☐ Kick-off project implementation launch by publicly acknowledging work done for the change initiative ☐ Receive regular status updates and provide feedback ☐ Spearhead ongoing executive level communications and Steering Committee updates ☐ Celebrate key milestones with Project Team ☐ Communicate key milestones to impacted stakeholders	☐ Broadly communicate and celebrate realized benefits and lessons learned ☐ Attend lessons learned session and provide official sign-off for project closure ☐ Sustain realized benefits by ensuring people and processes are in place for long term stability

Figure 4. Sponsor Responsibilities

2.2 Stakeholder Analysis and Engagement Plan Overview

What is a Stakeholder?

A stakeholder is a person who has a vested interest in something and who is impacted by and cares about how it turns out.

Potential Stakeholders:

- People who can exert influence or pressure on your change
- People responsible for creating your change
- People who can choose to use or not use the results of your change
- People who will ultimately benefit from the work of your change

Stakeholders Types:

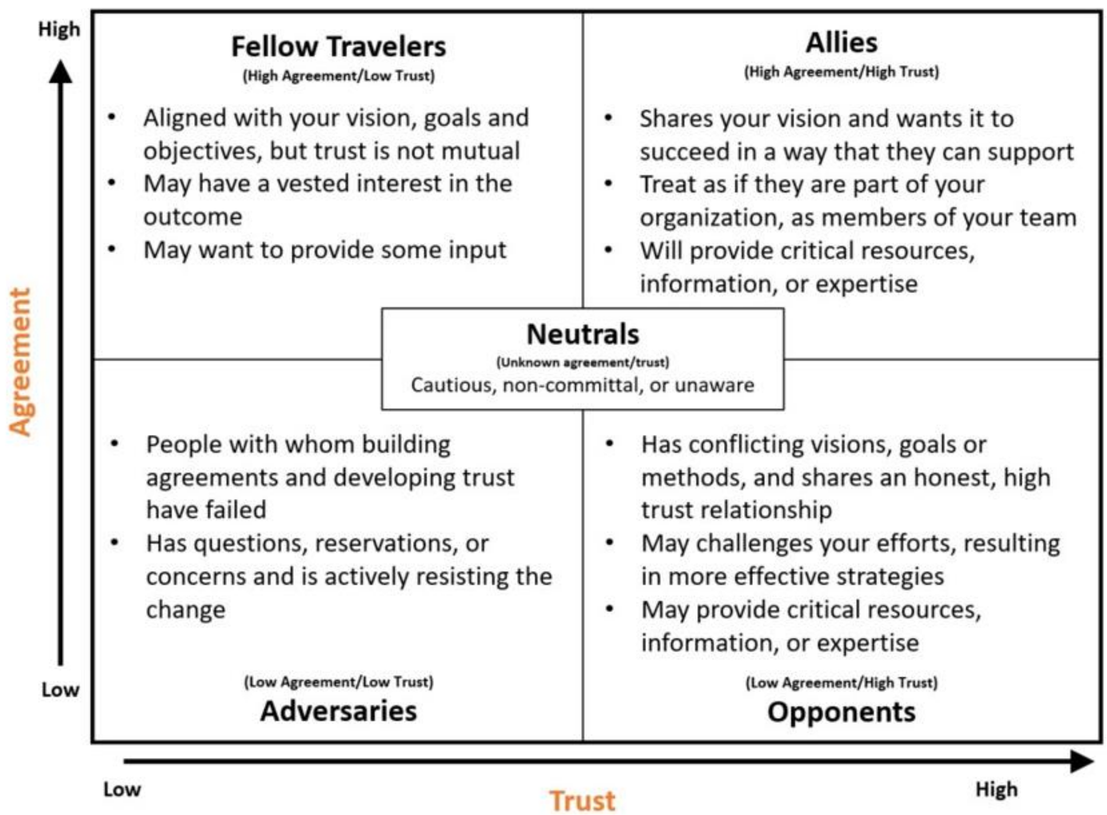


Figure 5. Stakeholder Analysis and Engagement

Identify each of your stakeholders into their appropriate types:

List Your Allies
List Your Opponents
List Your Fellow Travelers
List Your Neutrals
List Your Adversaries

Figure 6. Stakeholder Type

Strategy for engaging each Stakeholder Type:
Once your stakeholders are identified into the appropriate type, it is a best practice to prioritize stakeholder engagement in the following order:

1. Allies
2. Opponents
3. Fellow Travelers
4. Neutrals
5. Adversaries

This prioritization strategy ensures the highest level of ongoing support for the change effort.

2.3 Stakeholder Approaches:

Listed below are various approaches for each Stakeholder Type to either maintain or shift each stakeholders' level of commitment.

Allies (High Agreement/High Trust)

An approach for Maintaining Agreement and Trust

Goal: Affirm agreement

1. Reaffirm the quality of the relationship
2. Acknowledge any doubts and vulnerability you have with respect to your vision and project
3. Discuss their issues or concerns with your project
4. Ask them for advice and support
5. Achieve understanding on their role and responsibilities
6. Confirm their commitment to support your project

Fellow Travelers (High Agreement/Low Trust)

An approach for Maintaining Agreement and Increasing Trust

Goal: Build trust

1. Reaffirm agreement by reiterating the value and importance of their support of your project
2. Acknowledge any caution that exists
3. Make it clear you are not expecting them to get actively involved
4. Ask them how they would like to be updated on the project going forward

Opponents (Low Agreement/High Trust)

An approach for Shifting Commitment and Maintaining Trust

Goal: Build agreement

1. Reaffirm the quality of the relationship
2. Identify their particular skills and talents and how these connect to your project
3. State your position (case for change, vision for change, benefits to them)
4. State what you think their position is in a neutral way
5. Extend a personal invitation for them to get involved with your project
6. Engage in problem-solving so that you build something together
7. Confirm their commitment to support your project

Adversaries (Low Agreement/Low Trust)

An approach for Shifting Agreement and Increasing Trust

Goal: Minimize threat to your project

1. Estimate the impact on your project if this person is not on board
2. Identify individuals who can educate you about this person, their issues, and concerns
3. State your position (case for change, vision for change, benefits to them)
4. Ask questions that respectfully uncover root cause of their resistance
5. State what you think their position is in a neutral way
6. Identify your own contribution to the lack of trust that exists
7. End the meeting with your plans and no demands
8. If you are going to go around them or over them, tell them your plans
9. Let go; the more you try to convert and pressure them, the more entrenched they will become in their position

Neutrals (Unknown Agreement and Unknown Trust)

An approach for Determining Agreement and Level of Trust

Goal: Educate and determine their position

1. State your position (case for change, vision for change, benefits to them)
2. Ask where they stand
3. Ask what it would take for them to support your project
4. Extend a personal invitation for them to get involved with your project

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2.3.1 Stakeholder Analysis and Engagement Plan Template

Assess the level of commitment of each stakeholder and determine the actions needed to enhance agreement and trust.

- List all stakeholders identified above for your proposed change
- Describe your perception of their current understanding
- Place an "**X**" in the column that denotes their current Stakeholder Type
- Place a "●" in the column to denote the desired Stakeholder Type
- Describe the desired understanding you would like them to have
- Based on current Stakeholder Type, cut and paste the approach provided in the *Stakeholder Approaches* section to develop an action plan for stakeholder

Stakeholder	**Current Understanding** *(Describe stakeholder's current understanding of the project and any needs/concerns)*	Neutrals	Adversaries	Fellow Travelers	Opponents	Allies	**Desired Understanding** *(Describe the desired understanding for each stakeholder to ensure successful adoption)*	**Discussion Approach** *(List the elements of the approach you plan to use with the stakeholder)*

Figure 7. Stakeholder Engagement Plan

2.4 Change Readiness Assessment (baseline) Template

☐ **Team: ___________________________** ☐ **Stakeholder:__________________________**

Questions to Assess Change Readiness	Yes	Partial	No
(Awareness) Does your team or does your stakeholder understand…			
1. the problems inherent in the current situation?			
2. the opportunities that are being missed if the change doesn't happen?			
3. what is trying to be achieved?			
4. how things will be better?			
5. how the change will impact their area of work?			
6. what their role will be in the future state?			
(Desire) Does your team or does your stakeholder…			
1. know that management is aligned with the change efforts?			
2. feel their concerns, questions, and needs are being heard?			
3. feel hopeful about the future?			
4. see value in the change?			
5. believe a well thought out strategy is being put in place to achieve the change?			
(Knowledge) Does your team or does your stakeholder… (skills, informational, training)			
1. have the necessary information, knowledge and skills to successfully fulfill their role?			
2. know where to go for additional information about the change?			
3. know what campus resources are available to support the personal side of change?			
4. know what success looks like?			
5. have a plan to achieve success?			
6. know which behaviors will need to change?			
(Ability) Does your team or does your stakeholder… infrastructure (systems, tools)			
1. believe that the organization has provided appropriate resources (time, staff, information, etc.) to support the anticipated change?			

2. have the necessary systems, processes, and policies in place?			
3. have the ability to execute the new behaviors required for the change?			
4. know how to perform the required tasks?			
(Reinforcement) Does your team or does your stakeholder…			
1. view management as a resource for removing/overcoming barriers?			
2. have mechanisms in place to reinforce the required behaviors?			
3. have metrics in place to assess the ongoing effectiveness of the change?			
Total			

Figure 8. Readiness Assessment

2.5 Behavioral Change Plan:

To achieve successful implementation, changes in individual behaviors are required. Behavioral changes cannot be left to chance; they must be proactively planned for.

A behavioral change plan defines what success looks like, so it can be measured after the change is implemented. The most successful behavioral change plans look at the:

- Behaviors that need to change
- Systems, processes, and procedures that need to be in place to ensure success
- Other preparation activities required (e.g. training)
- Consequences necessary to sustain behavioral change

Using the questions below, a behavioral change plan is created by the team, for the team, to ensure sustained behavioral change. The leader creates an initial draft of the plan which is distributed to the team to obtain feedback. The team's feedback is then incorporate into a revised plan in order to achieve buy-in prior to implementation.

Draft Plan → Obtain Feedback → Revise Plan → Implement Plan

1. **What behaviors need to change?**

   ____
   ____
   ____
   ____

2. **What does success look like? How will you measure it?**

   ____
   ____
   ____
   ____

3. **What knowledge, skills, and abilities are needed to ensure new behaviors?**

   ____
   ____
   ____
   ____

4. **What systems and tools are needed to support the behavior change?**

   ____
   ____
   ____
   ____

Behavioral Change Plan, Continued:

5. What new policies, procedures, and/or processes are needed to support the behavior change?

____
____
____
____

6. What training is needed to support the behavior change?

____
____
____
____

7. What organizational assistance is available to emotionally support the employee?

____
____
____
____

8. What reinforcements/consequences need to be in place to sustain behavior change?

____
____
____
____

Figure 9. Behavioral Change Plan

2.6 Team Communication Overview:

To achieve successful implementation, ongoing team communication is required. Communication must be proactively planned for and scheduled.

During times of change it is not uncommon for leaders to experience the following frustrating scenario:

> *"As the manager, I feel like I have communicated clearly and frequently about the current changes, the business plan to address the changes, and the need to move forward. However, the large majority of my team seems confused about any possible changes and at least one staff member has blamed me for not giving the staff enough information."*

Leaders often wonder… Why does this happen?

We know from brain imaging research, that we cannot think cognitively very well when we are emotional. The deductive reasoning area of our brain shrinks! When anxiety and fear are cumulative, our ability to function becomes impaired. This is true for us and for our employees. As supervisors, not only do we need to take steps to address our own emotions around the change, but we need to provide resources, be available to our employees, and role model self-care

The reason we communicate extensively during change is to ensure that everyone is hearing the same message, understands the new direction, and how their work and behaviors will be impacted by it. Something to keep in mind is, when people are under stress, their ability to process information is reduced by 80%.

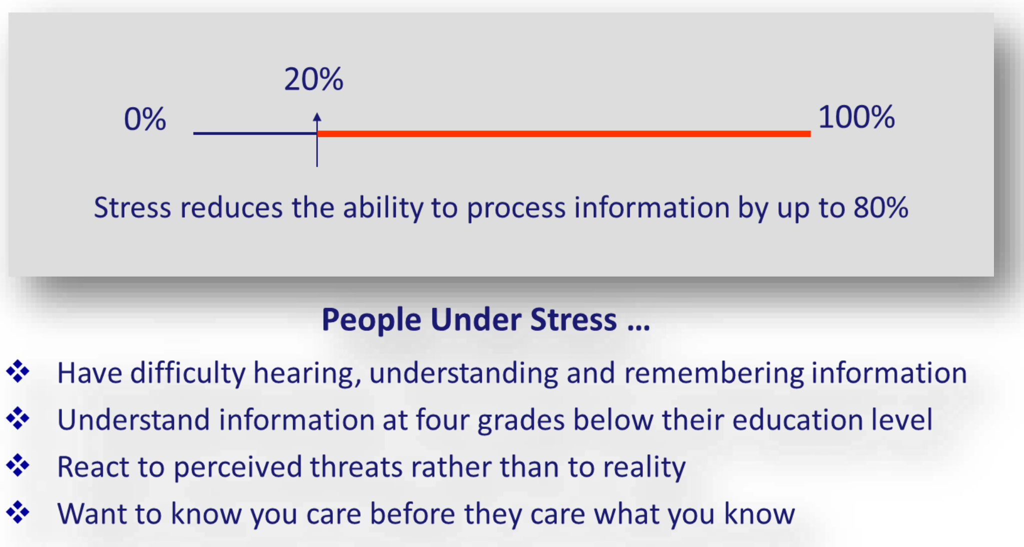

Figure 10. Team Communication Overview

2.6.1 Team Communication Plan

The goal of change communication is to facilitate sustained realization of the change goal by recommitting people along the way. While we are communicating, people will have a limited capacity to absorb information under stress. This is why we simply cannot communicate too much.

<table>
<tr><th>Type of Meeting</th><th>Purpose of Meeting</th><th>What to Communicate</th></tr>
<tr><td>Initial Group Meetings</td><td>• Listen and encourage dialogue specific to the proposed change
• Deliver change message o Case for change o Vision for the future o Explain how the team's work will be impacted by the larger organizational change
o What is/isn't changing
• Address issues, concerns and ideas
• Review initial draft of the team specific Behavioral Change Plan
• Explain next steps:
o Upcoming 1:1s
o Creation of work team to provide feedback on Behavioral Change Plan
• Reference Best Practices for Communication*</td><td rowspan="3">When building commitment, begin by reiterating the global organizational message about the change (both Case and Vision). Then provide specific information about how this change will impact the team's work. This helps those affected learn and understand what actions are required of them to actualize the change and achieve its desired outcomes.

Throughout the lifecycle of the change, communicate constantly and continue to provide opportunities for the team to raise concerns and provide input. During times of change, leaders often feel they have communicated excessively, while employees believe they haven't received enough communication. It is critical for leaders to understand that during times of change employees are under a great deal of stress. Physiologically, stress reduces people's ability to process information by up to 80%. Therefore, if you think you have communicated enough, communicate 10X more and then it may actually be enough.

In addition to frequent communication, it is also important to use both group and 1:1 meetings as an opportunity to ascertain each individual's level of commitment for the proposed change. For those who aren't fully committed, use 1:1 meetings to discover/discuss what would move the person further towards acceptance.

1:1 conversation also provides an opportunity for the leader to continually assess each team member's emotional stage. Once the stage is identified, use the information provided in The Change Process – Indicators & Strategies (Kubler-Ross), to provide the appropriate support needed.</td></tr>
<tr><td>Regularly scheduled 1:1 Meetings</td><td>• Surface and address individual issues related to the proposed change
• Check-in on each individual's commitment to the change
• Reference Best Practices for Communication*</td></tr>
<tr><td>Ongoing Group Updates</td><td>• Modifications to the proposed change
• Update on the progress of the Behavioral Change Plan
• Reference Best Practices for Communication*</td></tr>
</table>

Figure 11. Team Communication Plan

***Best Practices for Communication**

- Communicate often
- Support the change with a positive, yet realistic attitude
    - Do raise concerns to the level above you
    - Don't criticize the proposed change to the level below you
- Be concise/consistent/use simple language
- Be honest about what is/is not known
- Show caring and empathy
- Listen more than talk, acknowledge feelings
- Be aware of tone, e.g., pronouns ("we" not "you")
- Provide opportunity for dialog, ask for input and feedback (to ensure commitment to the proposed change)
    - Ask… "What additional information do you need?"
    - Ask… "How can we best set you up for success?"
- Using the information provided in *The Change Process – Indicators & Strategies (Kubler-Ross)*, continuously assess each individual 's emotional stage and provide them the suggested support

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3. Manage Personal Transitions (resistance)

3.1 Change Behavior – Motivate the Emotional Thinker

Think of the emotional side of an individual's brain as the Emotional Thinker. The Emotional Thinker's strength is emotion. Without emotion there is no motivation (no energy) to get things done. Highly successful change efforts find ways to help others see the problems/solutions in ways that influence emotions. Most people think successful change happens in this order: analyze – think – change. In fact, most successful change actually happens in this order: see – feel – change.

When an Emotional Thinker is not in agreement with the direction their Rational Thinker wants to go, the Rational Thinker is going to lose. The Rational Thinker may get their way temporarily, through close monitoring and exerting force, but in the long term the Emotional Thinker will always overpower the Rational Thinker. Why? Force is an exhaustible resource. Often what looks like resistance is exhaustion**.** Motivation provides the energy the Rational Thinker needs to maintain self-control; a lack of motivation may doom a change effort.

3.1.1 Ways to Motivate the Emotional Thinker

Find the Feeling

Knowing something is not enough to cause change. When people fail to change, it is usually not due to a lack of understanding. Analytical arguments do not motivate; emotions motivate. Eliciting negative emotions can motivate quick/specific actions, but eliciting positive emotions is a better approach when broadening/building actions are needed for the change effort.

Shrink the Change

When a task seems too big, or a journey too long, the Emotional Thinker becomes overwhelmed and resists. Emotional Thinkers get easily demoralized and they need a lot of reassurance. One way to make the change less daunting is to help the Emotional Thinker create impact and feel closer to the finish line by proactively planning for quick wins and creating easy to reach milestones. The Emotional Thinker finds it more motivating to be partly finished with a longer journey than to be at the beginning of a shorter journey. Quick wins and easy to reach milestones, create a sense of progress and immediate impact and make the change effort seem less daunting. These create feelings of hope and increase the Emotional Thinker's confidence that the change can succeed. Feelings of hope and confidence are motivating to the Emotional Thinker.

Grow Your People

Any pursuit, even one that is ultimately successful, is going to involve failure and the Emotional Thinker really, really, hates to fail. Failure triggers a "flight" instinct. To keep the Emotional Thinker motivated, adopt a learning frame to assist the Emotional Thinker in having a growth mindset. Lasting change is rarely a smooth journey. More often, it is experienced as three steps forward and two steps back. Create the expectation that while the overall mission will not fail, failures are expected along the way. The Emotional Thinker will persevere if it expects the journey will be hard before it is easy, and if it perceives falling down as learning rather than as failing.

We will use all the templates and tools provided in this section (*Manage Personal Transitions - Resistance*) to motivate the Emotional Thinker in relation to your change initiative.

3.2 Transition Model

As a leader of change, it is important to recognize how change will impact the emotional experience of an employee. One way to understand change is in terms of situation and transition.

Change is situational. It is a disruption of expectations (e.g. new worksite, manager, roles, policy, processes, technology, etc.). Every change, even the most longed for, requires leaving something behind and letting go.

Transition is psychological. It is the process people must go through to come to terms with the new situation. It requires letting go of something, grieving in some way, experiencing feelings of loss and processing those effectively to move forward. This requires time and, since it is experienced internally, it may be invisible or hard to observe in others.

The transition process has three stages:

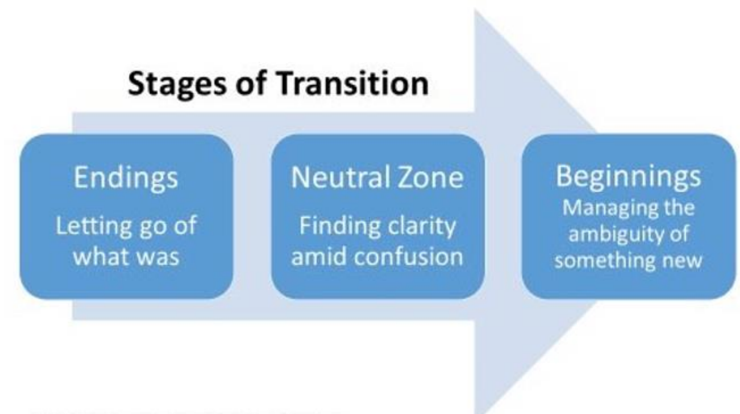


Figure 12. Transition Model

The work of **Endings** is letting go of the way things have been, including acknowledging what will end and what will be retained in the new.

The work of the **Neutral Zone** is finding clarity amid confusion. This is the space between the old familiar way and the future state. It is filled with both danger and opportunity. It feels like being between trapezes, where there is nothing to hold onto.

The work of **Beginnings** is managing the ambiguity of starting something new. It requires understanding why the old way had to change, having a picture in mind of the future state, a plan for getting there, and a role in the new state.

3.3 Change Process Model (Kubler-Ross)

Another way to understand change is Elizabeth Kubler-Ross' Grief Cycle Model (1969) illustrated here. This model, originally used to explain an individual's bereavement change journey, is also widely used to explain the emotional responses people experience during other forms of change.

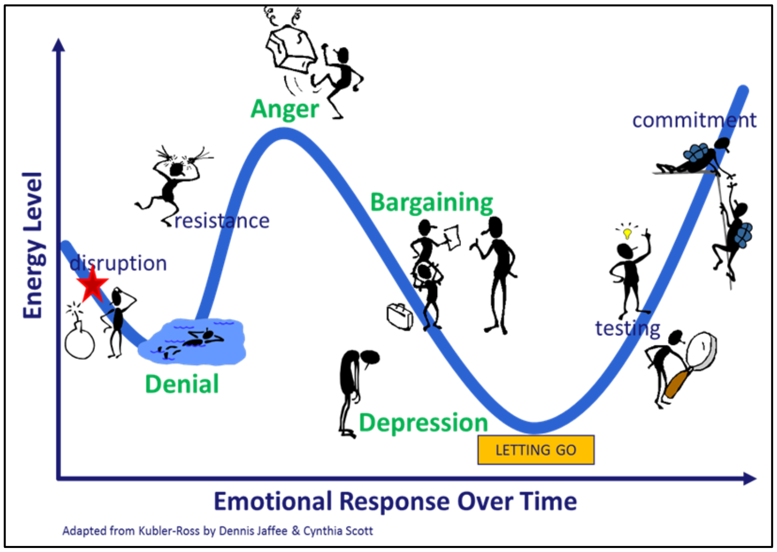


Figure 13. Kubler-Ross Model

The model identifies an individual's emotional journey over time. As a leader, you must support people differently at each of the different emotional stages. The stages of change are:

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

While the journey appears sequential, in real life people move through the stages at different rates. Some individuals go through the stages in a rather linear fashion. They seem to zip right though the resistance parts of the journey, moving rather quickly straight to acceptance.

Others may get stuck for a period of time at a particular stage. They have trouble "letting go" causing them to get stalled along the way.

When multiple changes are staggered or simultaneously occur in an organization during a short period of time, it is not uncommon for an individual to revert to an earlier stage as the next wave of change hits.

Interestingly, all individuals tend to go through the same emotional journey whether they perceive the change as a positive (something they have chosen) or as a negative (something that has been thrust upon them). People often wish they could skip the resistance part of the journey; they can't. They must go through each of the stages to let go of the past and move forward into the future.

3.3.1 Change Process Model – Indicators and Strategies (Kubler-Ross)

As a leader, you will notice your employees moving through the stages of change at different rates. To set your team up for success, it will be necessary to be attentive to the emotional stage each individual is experiencing and adjust your support accordingly. In addition to being a resource for your team, you will want to use the strategies below to provide support yourself as well.

Listed below are behavioral indicators along with various strategies to use at each stage to help you generate a plan to provide individual support. Recognizing and proactively responding to the needs of each employee at each stage will help mitigate resistance and provide momentum to move employees forward through the change journey.

Denial Stage

You See:

- Indifference
- Disbelief
- Going through the motions
- Avoidance/Withdrawal

You Hear:

- Silence
- "It's OK"
- "It will never happen"
- "It won't affect me"
- "All we need to do is…"

Strategies:

- Provide frequent, consistent information about the change; explain what to expect and actions to adjust
- Clarify what is changing and what is not
- Place change in broader context
- Address rumors and misinformation; confront without threatening

Resistance (Anger/Bargaining/Depression) Stage

You See:

- Anger/Hostility
- Complaining
- Glorifying Past
- Skepticism
- Accidents
- Lack of concentration

You Hear:

- It's unfair"
- "It doesn't make sense"
- "I'm leaving"
- Asking for more detail

Strategies:

- Acknowledge and legitimize feelings, don't justify the need for change now
- Clarify case for change
- When old issues resurface, don't choke or punish them
- Give more information about the change; tell people where they stand
- Establish firm expectations
- Determine knowledge/skill gaps to prepare for the change
- Provide exposure and opportunity to influence participation

Change Process Model – Indicators and Strategies (Kubler-Ross) continued:

Testing Stage

You See: Strategies:

- Exploring options •
- Risk-taking •
- Tentativeness setting,
- Impatience •
- Activity without Focus
- Reinforce desired

You Hear: • Celebrate

- Enthusiasm • Provide
- Optimism contribution
- "I've got an idea"
- "Let's try…"
- "What if…

Focus on short –term goals and priorities
Encourage personal stock-taking and goal and exploring options
Encourage risk-taking
• Encourage new skills to be acquired behaviors
successes and endings
opportunities for participation and
• Acknowledge efforts and the struggle

Acceptance Stage

You See:

- Acceptance of the change
- Future orientation
- Initiative
- Self-efficacy
- Confidence

You Hear:

- "How can I contribute?"
- "Let's get on with it"
- "We can do it even better"
- "I'm prepared whatever comes up"

Strategies:

- Provide guidance, support, and recognition
- Provide frequent feedback on progress
- Establish "performance levers" to sustain new behavior
- Provide leadership: less information, more inspiration
- Be careful not to overload or burnout
- Enroll as advocate to assist others

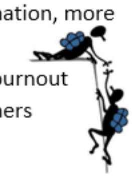


Figure 14. Change Process Model

3.4 Core Value Exercise

One way to effectively manage resistance to change is to tap back into your own core values and find a way to anchor one or more of them to some aspect of the change. At the time a change is announced, the Core Values Exercise tool may be used proactively to create emotional resonance and assist you in supporting the change from a place of authenticity. If the change is already underway, the tool may be used reactively to help you mitigate internal resistance and continue moving you forward through the change journey.

For example:

- If one of your Core Values is *Creativity*, and you believe the change will bring you more opportunities to be creative in your job (doing less repetitive/routine work) then this would contribute to you supporting the change.
- If one of your Core Values is *Responsibility*, you may be able to tie supporting the change efforts to what it means to you to be "responsible" at work and be able to support the change authentically from that perspective.

Circle your top 5 values from the list below. Add any that are missing and are meaningful to you:

Authenticity	Harmony
Balance	Health
Commitment	Honesty
Compassion	Humor
Concern for others	Integrity
Courage	Intelligence
Creativity	Joyfulness
Education	Kindness
Empathy	Knowledge
Excellence	Loyalty
Fairness	Openness
Faith	Perseverance
Family	Personal growth
Freedom	Respect for others
Friendship	Responsibility
Fun	Security
Generosity	Serenity
Genuineness	Service to others
Happiness	Success
___________________________	___________________________

Figure 15. Core Values

Looking at your identified core values, can you align one or more to the change? If so, how?

____
____
____
____

3.5 Best Practices for Leading Change

3.5.1 Things to do

One way to effectively manage resistance to change is to tap back into your own core values and find a way to anchor one or more

Provide information, what you know, what you don't, when to expect updates. – Employees need all available information to make realistic assessments and effective plans. Share what information you have when you have it: what is changing, what is not, what is known, what is unknown, when to expect updates.

Display a positive attitude – As the leader, you are in a position of great influence. In a sense you are your team's North Star. Even if you are not yet fully onboard with the change, display to your team an attitude that is unbiased and welcoming of feedback.

Stay connected to your team – Focus on team goals, foster support, monitor functioning, and celebrate achievements.

Re-recruit people – Reiterate to each team member their value, and your desire to have them remain on the team and support the change.

Surface issues and concerns – Show empathy; help employees reframe their personal response to the change so they can effectively manage their own personal resistance

Provide more structure – Define short-term objectives, time frames, priorities, and standards to help your team regain its equilibrium

Protect quality and customer service – Service standards must remain high.

Delegate – Continue delegating work tasks while remaining mindful of each employee's emotional stage and providing them relevant support.

Empower – As appropriate, give employees more influence in day-to-day decisions. Determine the appropriate level of authority to assign by considering an employee's current emotional stage, level of experience, capability, and the task itself.

Raise the bar – Provide challenging assignments and coach employees to grow and develop their skills

Recognition – During change it is especially important to show appreciation and provide acknowledgement for work well done.

2-way communication – Be honest about what you can't say or don't know and be open to hearing feedback.

Inform/update higher management – Provide candid feedback on the change as it relates to the work and its impact on the people. This ensures leadership has the information needed to make informed decisions

Practice the 4 Vs:

This is not a change strategy by itself, rather a piece of a larger strategy, or a tool, to use at the very moment the change goes live.

- **Visibility** – Be visible, available and interested in your employees during this time. Brief check-ins will leave employees feeling supported and valued.
- **Variability** – Allow for varying personal reactions (see Kubler-Ross grief cycle model, pages 26-27) and give employees more flexibility at work to take care of themselves.
- **Ventilation** – allow opportunities (both formal and informal) for employees to tell their stories, compare their reactions, and express their feelings. Productivity may decrease initially; however, allowing ventilation can expedite getting back to a focus on work.
- **Validation** – say thank you and acknowledge employees for their contributions. Special recognitions and verbal encouragements go a long way in challenging times.

3.5.1 Things Not to do

Don't censor information or hold back until everything is known

Employees need all available information to make realistic assessments and effective plans. Share what information you do have, when you have it even if the information you have is not complete.

Don't express cynicism

Employees look to you as a role model and need your support and constructive guidance.

Don't be unrealistically positive

Don't be a Pollyanna; acknowledge when things are difficult.

Don't isolate yourself

Employees need access to you to feel supported. Use employees' cues to know when to become more involved and when to back off.

Don't expect all employees to react the same way at the same time

Employees respond to the same situation differently (see Kubler-Ross grief cycle model, pages 26-27).

Don't enable resistance

Enabling is an action you take that protects the employee from consequences of his/her actions and helps the employee to not move through the change process. Examples of enabling include:

- **Covering Up**
  Providing alibis, making excuses or even doing someone's work for them rather than confronting the issue that they are not meeting expectations.
- **Rationalizing**
  Developing reasons why the person's behavior is understandable or acceptable.
- **Withdrawing/Avoiding**
  Avoiding contact with the person whose behavior is problematic.
- **Blaming**
  Blaming yourself for the person's continued challenging behavior or getting angry at the individual for not trying hard enough to improve their behavior or to get help.
- **Controlling**
  Taking responsibility for the person by significantly changing their environment or trying to minimize the impact by moving them to a less important job.
- **Threatening**
  Saying that you will take action (i.e. formal disciplinary action) if the employee doesn't improve, but not following through.

4. Develop Change Plan

4.1 Create the Path

To direct the Rational Thinker and motivate the Emotional Thinker, it is important to shape the Path by focusing the situation and its surrounding environment. Without a specific plan there is no clear path to get things done. Being specific narrows the focus, so the Emotional Thinker and the Rational Thinker are more likely to work together toward the common goal.

4.1.1 Make the Required Changes Specific

Tweak the Environment

What looks like a person problem is often a situation problem. Simple environmental tweaks may make the journey easier which can lead to dramatic behavioral changes because less self-control is required to achieve the result. Look at the situation and determine ways to make the right behaviors a little bit easier (those that support the change) and the wrong behaviors a little bit harder (those that maintain the status-quo).

Build Habits

Think of habits as behavioral autopilot. Habits allow behaviors to happen without the Rational Thinker having to take charge and exert self-control. Since self-control is an exhaustible resource, the more behaviors that can occur without tapping into it the better. Behavioral habits can be stitched into the environment using action triggers. An action trigger initiates a preloaded decision to engage in a certain behavior. When people pre-decide, they turn the control of their behavior over to the environment, and an instant habit is created.

One type of action trigger is linking two behaviors together. For example, a person who drinks coffee each morning can connect this behavior to writing a to-do-list for the day. A more elaborate action trigger is the use of a checklist. It educates the Rational Thinker on what is best and indicates the ironclad right way to do something. In complex environments, it can help individuals avoid blind spots and provide insurance against over confidence that can lead to mistakes.

Rally the Herd

In ambiguous situations, individuals look to other people for cues about how to behave. People are incredibly sensitive to the norms and expectations of the communities they are in, and instinctively try to fit in with their peer group. The Emotional Thinker looks to the herd for cues about how to behave especially in unfamiliar or ambiguous situations. Because behavior is contagious, publicize situations where the herd has embraced the right behavior and intentionally create language to articulate what is different and better about the change. These steps will serve to unleash the change by rallying the support of early adopters in swaying others in the community to get on board.

We will use all the templates and tools provided in this section (*Develop Change Plan*) to shape the Path in relation to your change initiative.

4.2 Implementation of Strategies

When implementing change, there are three strategies to consider: Pilot, Big Bang, or Phased Big Bang.

Pilot: Choose a Pilot implementation, if you are testing a new innovative idea, possible growth strategy, or very risky core business operation. By implementing a pilot this will help the project team to analyze results, determine Return on Investment (ROI) and identify areas of risk and/or improvement before a full implementation roll-out. Ultimately, the reason for pilot testing is to test quickly and iterate as necessary.

Big Bang: Choose a Big Bang implementation for initiatives that align to strategic business priorities driven from the highest levels of leadership. A Big Bang is best used for rolling out a new system or strategy that requires campus-wide adoption and is effective immediately. The implementation typically occurs all at once, and mass communications are used to update and inform employees.

Phased Big Bang: A Phased Big Bang approach is used to chunk the implementation roll-out into multiple releases. This approach aims to reduce operational risks associated with ramp up time or scalability and gives the project team the opportunity to iron out any difficulties identified. Groups who are selected for the first release must be willing to provide necessary feedback and be strong adopters of the strategy. As each new release rolls-out, implementation is expected to get easier as it gains more positive employee traction.

Example:
Release 1: *Roll-out – January 1*
Release 2: *Roll-out - March 1*
Release 3: *Roll-out – June 1*

Characteristics of each Strategy

	Pilot	**Big Bang & Phased Big Bang**
Timeframe *How long will this project run?*	Lasts less than 3 months	More than 3 months
Risk *Associated risk of execution*	Low Risk	High Risk
Cost *Capital cost, 3rd party resources etc.*	High initial cost	Low cost over time
ROI *Return on Investment*	Volatile return	Faster return
Disruption to Operations *Ramp-up period, CM etc.*	Minimal; However, employees may lack buy-in to test	Moderate; Organization will need ramp up time
Next Steps for Implementation *Go forward as-is or iterate*	Requires go/no-go decision	Always a "go" decision; with Sponsor approval

Figure 16. Implementation Strategy

4.3 Risk Assessment Template

The purpose of risk assessment is to identify potential problems before they occur. This is to ensure risk mitigation activities can be planned and implemented as needed across the lifecycle of the change initiative. Use the following *Risk Assessment Template* to identify and address any issues that may hinder the projects desired outcomes.

How to use the *Risk Assessment Template:*

1. List and describe the risk associated with the change initiative
2. Indicate the risk category:
    - Compliance - Adheres to laws, regulations, and policies
    - Efficiency – Proficiently achieving the objectives of the process
    - Financial – Efficient stewardship of funds
    - Health & Safety – Promotes a healthy community and safe working environment
    - Information – Supports accuracy and reliability of data
    - Operational – Productive use of resources
    - Reputational – Impacts Country's brand
    - Security – Protect and secure information to prevent exploitation, corruption, or loss of data
    - Strategic – Supports organizational and departmental collaboration objective
3. Use the below *Risk Assessment Matrix* to identify the appropriate risk approach

Risk Assessment Matrix

		What are the chances the risk will occur?		
		Unlikely	*Possible*	*Very Likely*
How bad could the impact be?	*Very*	**Mitigate** Create risk plan	**Mitigate** Create risk plan	**Avoid** Unacceptable level of risk
	Somewhat	**Mitigate** Create risk plan	**Mitigate** Create risk plan	**Avoid** Unacceptable level of risk
	Not Very	**Accept** Proceed; no formal risk plan needed	**Accept** Proceed; no formal risk plan needed	**Mitigate** Create risk plan

Figure 17. Risk Assessment Matrix

4. For each risk identified with an approach of either *Mitigate* or *Avoid* indicate how the risk will be addressed

Risk Assessment Template continued:

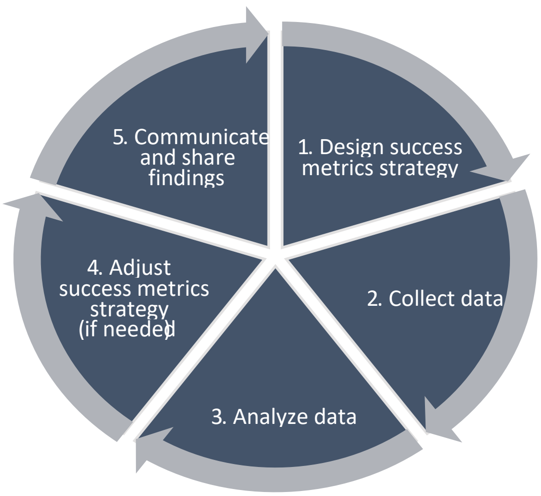
1. Risk Description	2. Risk Category	3. Risk Approach	4. Risk Plan
Sample: *Vendors used for roll-out of change initiative may violate U.S. federal laws and regulations*	*Compliance*	*Avoid*	*Ensure vendors' contracting terms include UCB's right to monitor and audit*

Figure 18. Risk Assessment

4.4 Success Metrics Overview

When implementing a change in the workplace, it is imperative to have success metrics. Success metrics can be defined as the metrics that help leadership to assess the overall health and achievement of the change. Success metrics are useful across all levels of the organization as they evaluate, indicate, and measure performance based on the objectives set forth by the change initiative. From a leadership standpoint, they help leaders understand the initiatives overall impact. Many of these metrics include specifics on how many employees are affected and how the change has impacted their engagement.

The below graphic shows the cycle of determining and tracking success metrics for the change initiative.



Success Metrics are quantitative data obtained from:

- Customer Satisfaction
- Financial Performance (e.g., cost, revenue)
- Operational Performance (e.g., rework, lead time, handoffs)
- Product and/or Service Quality (e.g., quality, defects, volume, frequency)
- Public Outreach (e.g., number of people impacted)
- Supplier Performance (e.g., reliability, durability)

Feedback is qualitative data obtained from:

- 1:1 Meetings
- Team Meetings
- Focus Groups
- Surveys
- Open Comment Box (Live URL available 24/7)
- Incentivized feedback

Success metrics and feedback are used to understand the current landscape of the change effort through all stages of the initiative. Quantitative data can be disseminated via metrics reporting. Qualitative data must be combined and grouped into common themes in order to bubble up relevant information. For transparency, all impacted employees must be provided the outcome of the metrics and feedback provided to leadership.

- **Pre-Implementation – gather success metrics**
  Use the time before implementation occurs to hypothesize possible success metrics tied to the change objectives. These metrics should be defined before Day 1 of the Pilot, Big Bang, or Phased Big Bang kick-off.
- **Implementation – Pilot, Big Bang, or Phased Big Bang Kick-off**
  The first three months is the learning curve period. During this time, expect many of the metrics to be volatile. Typically, after 3 months the data will start to normalize, and a true pattern of the strategy's performance will emerge.
- **Post Implementation – monitor, control success, and promote continuous improvement**
  By the end of the testing period the change strategy should now be evergreen in your department. To ensure its continued success, monitor and keep all success metrics visible to the users at hand. Update these metrics with a particular cadence (weekly, bi-weekly, etc.) and have conversations around achievements or improvement opportunities as they arise throughout the year. Refer to *Monitor Metrics for Continuous Improvement*.

Employees have a responsibility to the County to be accountable for the changes made year over year. Ongoing monitoring of metrics ensures a feedback loop for continuous improvement. This feedback helps leadership to understand that no one process is forever optimal. By maintaining the conversation of metrics, you can collectively celebrate success while continually exploring improvements together.

4.5 Success Metrics Template

Determine the metrics that speak to the change initiatives objectives and are critical to sustaining success.

What is changing?	What is the measure?	Success metrics data category.	Currently exists as a metric? (Y/N)	Data Owner?	Frequency (Wkly, Mnthly, etc.)

Success Metrics Data Categories (Example):

Financial Performance (e.g. cost, revenue)	Operational Performance (e.g. rework, lead time, handoffs)	Product and/or Service Quality (e.g. quality, defects, volume, frequency)
Customer Satisfaction	Public Outreach (e.g. number of people impacted)	Supplier Performance (e.g. reliability, durability)

Figure 19. Success Metrics

4.6 Feedback Strategy Overview

When implementing a change, we create a feedback strategy for each phase of the change:

Pre-implementation – used to understand existing concerns

Implementation – illustrates how the implemented change immediately impacted the identified concerns and helps determine if iteration is necessary

Post-implementation – used to monitor and control the implemented change and fosters continuous improvement

The data collected in each phase allows the Project Team to understand the successes and ongoing opportunities of the roll-out. This information is communicated to the Leadership Team to enable informed decisions. The following graphic illustrates the elements of the feedback strategy.

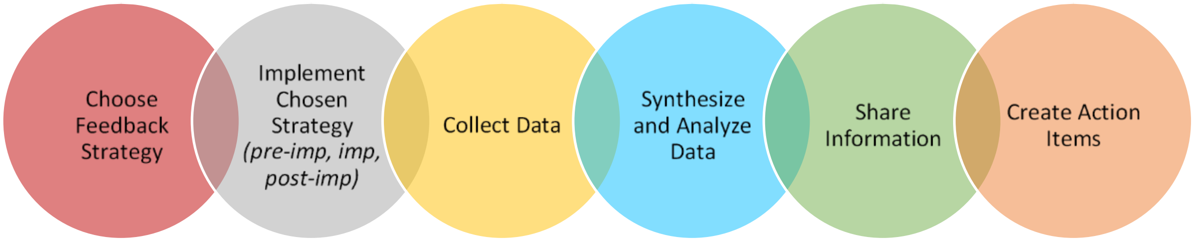


Figure 20. Feedback Strategy

4.6.1 Feedback Strategy Options

When obtaining feedback there are various self-service or in-person methods to choose from. Use the tables below to select the strategies that best apply:

Self-Service Feedback Strategies

Description	Advantages	Pre-Implementation	Implementation	Post-Implementation
Surveys/User Polls *(Survey Monkey, Qualtrics, etc.)* Used to obtain the overall pulse of the change. It is best to use no more than four surveys during the lifecycle of the project to avoid survey fatigue. *(requires vetting of questions and testing of tool selected prior to use)*	• easy to use • reach large numbers of people • anonymous (optional)	1 survey to understand current state	1 pulse survey sent one week after go-live date	Used periodically for continuous improvement
Open Comment Box An open text box that lives on a dedicated project specific web page or a department's intranet. This mechanism is best suited for postimplementation where the feedback goes directly to the process owner for continuous improvement. *(may require ongoing monitoring)*	• live URL available 24/7 • anonymous (optional) • may leave open indefinitely for ongoing input	n/a	Ongoing throughout implementation period	Ongoing for continuous improvement purposes
Incentivized Feedback Use work appropriate incentives to increase feedback participation (e.g. raffle, gift cards, event tickets, etc.). *(consider any potential impact the incentive may have on the data being collected)*	• elicits • creates excitement that increases individual participation and leads to word of mouth marketing	n/a	n/a	Collect feedback over 2weeks
1:1 Meetings Utilize 1:1 meetings to learn how the change is being received *(requires safety and trust)*	• comfortable setting • enables vulnerability • gathers individual in depth feedback	Discussion topic at each 1:1 meeting	Discussion topic at each 1:1 meeting	Discussion topic at each 1:1 meeting until change fully realized

Feedback Strategy Options Continued

In-Person Feedback Strategies					
Description		Advantages	Pre-Implementation	Implementation	Post-Implementation
	**Team Meetings** Allows employees to surface feedback on the change in their current team environment. *(requires strong facilitator)*	• creates transparency • raises group issues	2-3 meetings to collect/share information	Bi-weekly meetings to collect/share information throughout implementation period	2-3 meetings to collect/share information
	**Focus Groups (5-12 participants)** Allows the Project Team to solicit specific feedback from key contributors. *(requires strong facilitator and real-time transparency of information captured)*	• shared experience • participants react together and build off of each other's comments • option to curate audience	1-5 sessions	n/a	n/a
	**Townhalls** Use to summarize findings, celebrate successes, and address opportunities related to the change across all key audiences *(requires strong facilitator and prepared agenda)*	• reach large numbers of people • creates transparency • solicits community input	1 – 2 meetings to provide key information	n/a	1 – 2 meetings to provide key information

Figure 21. Feedback Strategy Options

4.7 Change Communications Plan Overview

The *Change Communications Plan* is a tool that provides the Change Manager with a high-level messaging plan for informing important stakeholders throughout the lifecycle of a change project. These communications are used to create awareness and provide key information to keep stakeholders updated appropriately.

Messaging around a change is often complex. There can be numerous stakeholders with varying interests requiring messages to be framed differently. For this reason, it is important to have the right people in the room when drafting the *Change Communications Plan* to ensure a holistic approach when determining: the audience (who), messaging (what), and communication delivery method (how).

Work Session Participants:

- Change Manager
- Project Manager
- Project Leadership Team (Sponsor, Project Leads, Process Owners, etc.)

Work Session Format:

- 2-Hr Meeting (add additional meetings if needed)
  - Include *all* required participants
- Edit *Process Improvement Communications Plan* in real-time
  - LCD Projector and Laptop
  - Project *Process Improvement Communications Plan* template

Instructions for *Change Communications Plan Template*:

1. Using the provided template, work session participants will complete Sections 1 and 2 together to the best of their ability. This is a working document and additional items can be check marked throughout the working session.
2. Begin to complete Section 3 by referring to the first identified audience in Section 1 and complete the template for all messages related to that audience.
3. Continue to follow Step 2 until all audiences have been addressed in the Section 3's plan.
4. Once complete, the Communications Plan is managed and owned by the Change Manager and/or the Communications Leads who will ensure the execution of these messages.

Instructions for *Change Communications Brief Template*:

There are often numerous stakeholders with varying interests that require messages about the change initiative to be framed differently. The Change Manager will use the completed *Change Communications Plan* to create *Change Communications Briefs* for each determined communication.

Often in small to medium sized change initiatives, the Change Manager is expected to craft the messaging themselves. We will use the *Change Communications Brief Template* as a thinking tool to outline your messages.

In the event that we are able to partner with internal Communications Specialist, we will provide the completed *Change Communications Brief Templates* to them for reference as they prepare messaging for the project.

4.7.1 Change Communications Plan Template

Project Title: ____

Project Description:

Combine Case for Change and Compelling Vision wording obtained from Project Charter.

SECTION 1: Determine Stakeholders

Read through the list of Stakeholders below and place a checkmark next to any that will require messaging for your project

LEADERSHIP TEAM	BUSINESS TEAM		BTS TEAM	BOURNTEC TEAM
PROJECT EXECUTIVE	PROCESS OWNERS	SUBJECT MATTER EXPERTS	FUNCTIONAL/TECHNICAL	PROJECT MANAGER

☐ Belinda Huggins

PROJECT SPONSORS
☐ Angela Oxley
☐ Marie Wilson

SOLUTION ARCHITECH
☐ Jerry Freeman

PROJECT MANAGER
☐ Vicki Beckman

QA LEAD
☐ Kathleen Groom

FINANCE PROGRAM OWNER
☐ Phil Yee

☐ Anne Lawler
☐ David Fechter
☐ Donna Morahan
☐ Jason Rivera
☐ Jessica Jones
☐ Kimberly Crum
☐ Lauren Sroda
☐ Mandy Barrows
☐ Susan Morse
☐ Essie McClendon
☐ Meagan Dailey
☐ Melissa Aull
☐ Roxann Foreman
☐ Shari Concannon
☐ Sheri Bowers

☐ Amanda Richardson
☐ Andrew Brown
☐ Angie Votaw
☐ Audrey Savas
☐ Ben Rothermel
☐ Bertha Battle
☐ Candice Roth-Grigsby
☐ Cecilia Coley
☐ Chris White
☐ Christine Brill
☐ Daniel Coughenour
☐ Dawn Powell
☐ Don Robinson
☐ Erin Dowie
☐ Gene Fields
☐ Heather Fawley

☐ Jane Grannis
☐ Jennifer Catalano
☐ Jim Beaty
☐ Joann Jacobs
☐ Joe Lauro
☐ Justin Hansen
☐ Karen Freytag
☐ Karla Cook
☐ Kat Black
☐ Kimberly Crum
☐ Lynette Horton
☐ Margie Green
☐ Maria Collura
☐ Merry Celeste
☐ Mona Kaushal
☐ Natalie Ingham
☐ Peggy Sellards

☐ Ron Pitts
☐ Shari Concannon
☐ Shawn Milligan
☐ Sheri Bowers
☐ Stephanie Lovel
☐ Stephanie Pissarides
☐ Susan Morse
☐ Tina Marsh
☐ Tina Strenko
☐ William Harvey
☐ William Lawrentz
☐ Megan Ross
☐ Georges Gonzalez
☐ Joel Kelsey
☐ Rhonda Richardson
☐ Jack Loring
☐ Holly Cole

☐ Chandra Peddu
☐ Vijay Mudunuri
☐ Chad Johnson
☐ Daxa Joshi
☐ Raj Reddyreddy
☐ Naresh Kalidindi
☐ Manasa Thummaluru
☐ Rafal Dziokan
☐ David Richards
☐ Karen Davis
☐ Mark Silvernail
☐ Scott Davis
☐ Christopher Pace
☐ Nancy Sherman
☐ Lynda Morrill

☐ Nabot Dash

OCM ADVISOR
☐ Sally Fear

CONSULTANTS
☐ Shravan Kumar
☐ Mummy Sharma
☐ Amit Behera
☐ Baji Patta
☐ Shiva Patro
☐ Vinod Shiravuri
☐ Arun Ramachandran
☐ Ajay K R
☐ Mahipal Reddy
☐ Praveen Reddy Nallovol
☐ Sunil Kumar
☐ Siri Chandana

Figure 22. Determine Stakeholders

SECTION 2: Identify Channels of Communication

Check all tools that you are interested in using for your project communications. Most audiences require multiple communication channels to be reached effectively.

MESSAGING FROM EXECUTIVES ☐ Senior Leadership ☐ Organizational Leadership ☐ BTS Leadership ☐ Departmental Leadership ☐ Process Owners ☐ Project Leadership **EMAIL** ☐ Project Broadcast email ☐ Process Owner emails ☐ Organizational Change Management email **EDUCATIONAL TOOLS** ☐ FAQs ☐ Oracle Training/Release Content ☐ Process/Desktop Procedures ☐ Testing Scenarios ☐ Training Manuals ☐ Training Workshops **MEETINGS** ☐ 1:1 ☐ Technical Team Status Meetings ☐ Project Team Status Meetings ☐ Change Management Meetings ☐ Process Owner Staff Meetings ☐ Executive Leadership Meetings	**COMMUNITIES OF PRACTICE PRESENTATION** ☐ TBD **ELECTRONIC MEDIA** ☐ County Newsletter ☐ Departmental Communications ☐ Presentation Slide Deck ☐ Project Newsletter ☐ Project SharePoint Website ☐ Project Repository ☐ System Notifications **EVENTS** ☐ Project Kick Off Meeting ☐ Project Road Show ☐ Town Hall Meetings ☐ Day in The Life (DITL) Show ☐ Executive Review Presentation **STAFF GROUP PRESENTATION** ☐ Process Owner to SLT Updates ☐ Departmental DITL Presentations ☐ HR Network ☐ Lunch and Learns **SOCIAL MEDIA** ☐ TBD	**PRINT MEDIA** ☐ Banners ☐ Brochures ☐ Fact Sheets ☐ Newsletters ☐ Post Cards ☐ Posters **OBTAIN PRE/POST IMPLEMENTATION FEEDBACK** ☐ Surveys/User Polls ☐ Incentivized Feedback ☐ Focus Groups **OTHER** ☐ TBD

Figure 23. Channels of Communications

Project Title: ________________________________ Date Drafted/Revised: ____________________________

Audience *Who needs to know? (See Section 1)*	**Message** *Information to communicate*	**Messenger** *Who should deliver the message?*	**Method of Communication** *How will the message be delivered? (See Section 2)*	**Communication Date**

Figure 24. **High-Level Communication Plan**

4.7.2 Change Communications Brief Template

Name:	______________________	Project Title:	______________________
Email/Phone:	______________________	Department:	______________________
Request Date:	______________________	Due Date:	______________________

Method of Communication:

Audience(s):

Main Message:

Required Message Details:

Call to Action (if applicable):

Additional Considerations (if any):

Strengths (check all that apply) One or more of our key strengths should come through in the content of this communication.

- ☐ Conviction
- ☐ Excellence
- ☐ Scale
- ☐ Diversity

Tone (check all that apply)
Choosing from the specific traits below will help you communicate with a consistent voice.

- ☐ Curious
- ☐ Open
- ☐ Optimistic
- ☐ Influential
- ☐ Intense
- ☐ Independent
- ☐ Transparent
- ☐ Socially Conscious

Mood (check one quadrant) The atmosphere of the message can shift in many directions depending on what's appropriate for the audience. Use the grid to indicate the right balance for your communication.

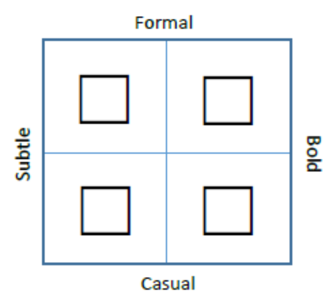


Figure 25. Change Communications Brief

5. Implement and Monitor the Change

5.1 Sustain the Change

When any forward movement towards the change is noticed, it must be reinforced. We will look for bright spots, no matter how tiny, and reward them. Reinforcement of bright-spot behaviors creates a snowball effect. As people begin to act in a new way, and are recognized for this new behavior, it becomes increasingly difficult for them to dislike the way they are acting. As they act differently, they begin to think of themselves differently, and as their identity evolves, this reinforces the new way of doing things. At some point, the momentum shifts from resisting the change to supporting it. This is how small changes, when reinforced, snowball into big changes.

We will use all the templates and tools provided in this section (*Implement and Monitor the Change*) to sustain the change and keep the momentum going.

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5.2 Change Readiness Assessment (final check before going live)

Use the below assessment to assess each team(s) and/or stakeholder(s) readiness for the change.

☐ **Team : ___________________________** ☐ **Stakeholder: ___________________________**

Questions to Assess Change Readiness	Yes	Partial	No
(Awareness) Does your team or does your stakeholder understand…			
1. the problems inherent in the current situation?			
2. the opportunities that are being missed if the change does not happen?			
3. what is trying to be achieved?			
4. how things will be better?			
5. how the change will impact their area of work?			
6. what their role will be in the future state?			
(Desire) Does your team or does your stakeholder…			
1. know that management is aligned with the change efforts?			
2. feel their concerns, questions, and needs are being heard?			
3. feel hopeful about the future?			
4. see value in the change?			
5. believe a well thought out strategy is being put in place to achieve the change?			
(Knowledge) Does your team or does your stakeholder… (skills, informational, training)			
1. have the necessary information, knowledge and skills to successfully fulfill their role?			
2. know where to go for additional information about the change?			
3. know what campus resources are available to support the personal side of change?			
4. know what success looks like?			
5. have a plan to achieve success?			
6. know which behaviors will need to change?			
(Ability) Does your team or does your stakeholder… infrastructure (systems, tools)			
1. believe that the organization has provided appropriate resources (time, staff, information, etc.) to support the anticipated change?			
2. have the necessary systems, processes, and policies in place?			
3. have the ability to execute the new behaviors required for the change?			
4. know how to perform the required tasks?			
(Reinforcement) Does your team or does your stakeholder…			
1. view management as a resource for removing/overcoming barriers?			

2. have mechanisms in place to reinforce the required behaviors? 3. have metrics in place to assess the ongoing effectiveness of the change?			
Total			

Figure 26. Change Readiness Assessment

5.3 Monitor Metrics for Continuous Improvement

We will use the below assessment to assess each team(s) and/or stakeholder(s) readiness for the change.

Once implementation occurs begin tracking the success metrics identified in the *Success Metrics Template*. At this point, these metrics are used to gauge a pulse on adoption, engagement, buy-in, and to obtain an overall reaction to the change. The Project Manager and Change Manager will collaborate to create communications with a particular cadence that disseminates both the quantitative and qualitative data being tracked.

The graphic to the right shows the cycle of how tracking success metrics contributes to a continuous improvement feedback loop.

For project transparency, ensure all impacted employees are also provided with a communication of the outcome of the metrics and feedback that are shared with leadership.

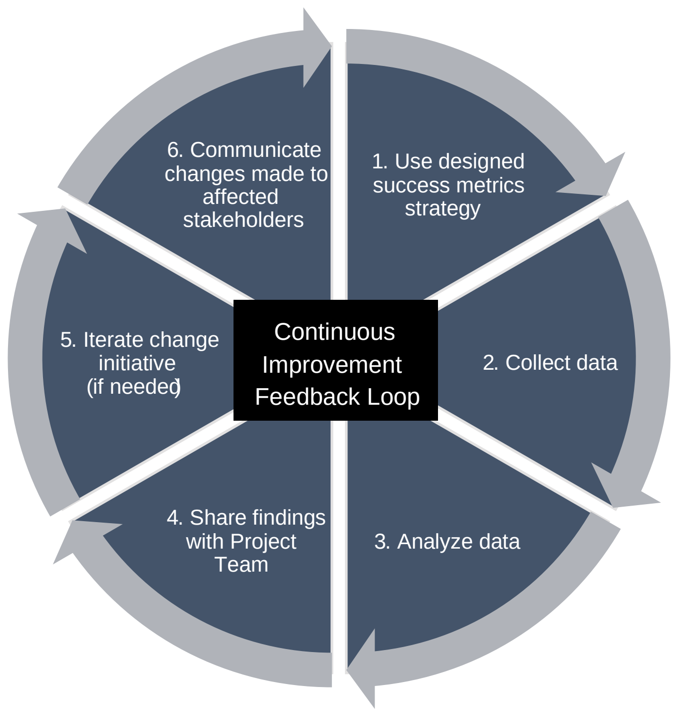

Figure 27. Continuous Improvement Feedback Loop

Success Metrics are quantitative data obtained from:	**Feedback is qualitative data obtained from:**
• Adoption rate ○ User reach (e.g., number of people impacted) ○ Speed of adoption ○ Number of exceptions made • Financial Performance (e.g., cost, revenue) • Customer Satisfaction • Usage and utilization reports ○ Operational Performance (e.g. rework, lead time, handoffs)	• Employee buy-in o 1:1 Meetings ○ Team Meetings • Employee feedback ○ Focus Groups ○ Surveys ○ Open Comment Box (Live URL available 24/7) ○ Incentivized feedback

○ Product and/or Service Quality (e.g. quality, defects, volume, frequency) ○ Supplier Performance (e.g. reliability, durability) • Employee Engagement ○ Turnover rate (number of people leaving due to the change)	

6. Scope of Services

This section provides summary of in-scope and out-of-scope items. Also covers the critical success factors and key assumptions for County's E-Business Suite upgrade OCM initiative.

6.1 Scope Inclusion

Bourntec will provide the following services, leveraging the previously stated methodology, to support the County's Oracle E-Business Suite 12.2.X upgrade and Oracle 1-3-year roadmap OCM requirements.

- Bourntec's OCM Senior Consultant will work in conjunction with the County's key resources (i.e. Project Sponsors; Process Owners; Project Manager; and Solution Architect) to complete the following OCM tasks:
    - Change Management Pre-work
    - Manage Personal Transitions (resistance)
    - Develop Change Plan
    - Implement & Monitor the Change.

- Bourntec will be responsible for tailoring and delivering the following OCM templates, however the County's key resources will be responsible for approving the final content, schedule, and/or execution of the following:
    - Communication (email and presentations) Templates
        - Senior Leadership updates
        - Organizational/Departmental process change and updates
        - Process Owner team updates
        - Project Team communication
        - External User communications (i.e., vendors, volunteers, interns, retirees, etc.)
    - Impact and Controls
        - Case for Change
        - Compelling Vision
        - Stakeholders Analysis and Engagement
        - Core Value Exercise
        - Process Change Assessment
        - Risk Assessment
        - Readiness Assessment
        - Feedback Surveys
        - Barriers Assessment
        - Progress Assessment
        - Success metrics
    - Strategy, Plans, and Monitoring
        - Execution Strategy
        - Implementation plan
        - Behavioural Change plan
        - Process Review plan
        - Personal Transition plan
        - Communication plan
        - Training plan
        - Desktop procedures and Process flow assessment and update plan
        - Go Live Plan
        - Continuous Improvement Monitoring

6.2 Scope Exclusion

All processes and activities which have not been explicitly included within the project's scope have to be considered out of scope.

The following activities are out of scope for this engagement:

- Execution of communication material to internal and external resources
- Developing and performing applications and/or technology training
- Counseling End-Users and project team members on application capability and industry best practices standards within his/her focused area
- Presenting to Senior Leadership the status and recommendations of the project. The OCM consultant is a supportive role who provides advisory and content services to the Project's key resources (as defined above.)

Any additional work not included in this SOW will require a Change Order. Any change of scope may result in revisions to the project schedule, resources, and costs. County must authorize, in writing, all change activity prior to any work beginning.

6.3 Critical Success Factors

Based on Bourntec's experience in similar projects, several factors must be assured in order to minimize risk. In particular:

- County's Senior Level Executive support, sponsors, and process owners for this initiative, as well as their access to Subject Matter Experts who have an active role in defining the final state of the solution.
- Access to Consultants and County Business Technology Services (BTS) resources to understand process changes and ascertain behavior issues.
- This initiative must be among the highest priority in getting the overall focus and attention of County.
- Continuous process change management and proactive communication is a must.
- Bourntec's tools are designed to be tailored to fit County's environment, however they should be consistent across the entire organization to ensure consistent messaging and a single vision.
- The Business Project Sponsor will be the primary point of contact (POC) to the OCM consulting and approve all final templates, communications, and plans.
- Workstream Process Owners will be the primary point of distribution within his/her workstream.
- If there is more than one Process Owner within a workstream, they must reach consensus when determining all final content, schedules, and formats. If a consensus cannot be obtained within 48 hrs., Business Project Sponsor will determine the final content, schedules and/or formats.
- Timely decision making, process evaluation, and acceptance of Out of the Box capabilities will streamline the projects timeline and improve adoption.
- Work schedules must be flexible due to the constraints placed on the business team members, so off hour meetings, evaluations, and exercises may be required.

6.4 Project Assumptions

- County will provide resource(s) who are empowered to change current processes.
- Behavior change must be addressed quickly to ensure proper adoption.
- County will retain all templates and content, submitted in both editable and non-editable formats.
- Word, PDF Reader, Excel, and PowerPoint will be the primary formats for all content, except for project defined requirements (i.e., status reporting, project plans, etc.).

- County will be responsible to provide infrastructure/environment to support online meetings, collaboration, and document repository (with backups).
- County will be responsible for:
    - conducting training sessions
    - process document creation/updates
    - access to resources who will complete assessment exercises
    - signing off on all deliverables within 24 hrs. of final submission
    - providing documented reasons for rejection of deliverables within 24 hrs. of submittal.
- If a change is required that affects the services scope, schedule, deliverables and/or resource requirements, no work shall be performed without a formal Change Order document outlining the changes and any cost implications is signed off by both County and Bourntec.

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7. Deliverables

This section will provide a brief summary of the project methodology, project management related processes to meet County's requirement.

7.1 Project Phase Activities

The below table highlights the phase wise activities for the project

Project Phase	Activities
Change Management Pre-work	▪ Create OCM Project Planning and Strategy ▪ Update and Approve Stakeholder Analysis and Engagement Plan ▪ Update Readiness Assessment Template ▪ Update and Approve Behavioural Change Plan ▪ Update and Approve Team Communication Plan and Strategy ▪ Integration into current upgrade project o Project Steering Committee o Scope and Requirements Management o Risk Mitigation o Resource Management o Activity and Task Management o Project Reporting o Change Control and Management ▪ Create and Approve Feedback Strategy ▪ OCM Kick-Off Presentations ▪ OCM Kick Off Meeting
Manage Personal Transitions	▪ Define and Obtain Approval for the Transition Model ▪ Define and Obtain Approval for the Change Process Model ▪ Define and Obtain Approval for Monitor Metrics for Continuous Improvement ▪ Complete Core Value Exercise ▪ Execute a Readiness Assessment ▪ Execute a Feedback Assessment ▪ Review and Publish Best Practices Rules of Engagements o What to do and say o What not to do and say ▪ Review and Publish Best Practices Standards
Develop Change Plan	▪ Execute o Transition Model o Change Process Model ▪ Create the Plan to Mitigate the Impact to the Business ▪ Implement the Strategies to Support o The Plan o Process Changes o Process Controls o Continuous Improvements ▪ Deploy the Risk Assessment Template and Review Results

Project Phase	Activities
	▪ Define and Obtain Approval for Success Metrics ▪ Execute a Readiness Assessment ▪ Execute a Feedback Assessment ▪ Complete, Review and Execute Change Communication Plan

Implement and Monitor Organizational Change Management	▪ Implement Sustain Change Controls and Reporting
	▪ Execute Final Readiness Assessment
	▪ **Oracle Go-Live** - Final Pass (Move to Production)
	▪ Hypercare
	▪ Evaluation of Change Impact:
	    o Execute a Feedback Assessment
	    o Execute a Risk Assessment
	    o Evaluate Continuous Improvement Metrics
	▪ Present Evaluation of Change to Senior Leadership

Figure 28. Project Phase Activities

Note: Other assessment templates and tools may be used by the OCM Lead if the lead determine further clarification is needed during the project.

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7.2 Proposed Project Staffing

Bourntec has always been a strategic partner with all its customers in planning and achieving business growth. This is achieved through a collaborative approach for forecasting resource requirements, advance planning of resource allocation, recruitment, re-skilling, and on-time allocation of the 'right' resources for County's business requirements.

Bourntec has the required staff capacity to meet the County's schedule and requirements. Bourntec has done many similar projects with comprehensive planning to successfully perform the tasks.

Due to the critical nature of this project and stringent 'must happen' timelines, Bourntec commits executive leadership to oversee this engagement. The table below outlines the proposed staffing for this engagement.

Role	# of Resources	Involvement	Work Location
Organizational Change Management Sr. Consultant	1	Full (100%)	Remote/Onsite

Bourntec recommends that the following County resources are available through the life of the projects, which is included in the Oracle 12.2.X upgrade resource requirements and project schedule:

Role	# of Resources	Involvement	Work Location
Project/Program Manager	1	Partial (15%)	Remote
Business Project Sponsor	1	Partial (25%)	Remote
BTS Project Sponsor	1	Partial (10%)	Remote
Process Owners (1 per Workstream)	1	Partial (25%)	Remote
Subject Matter Experts (1 per Workstream)	1	Partial (25%)	Remote
Lead Functional Consultant (1 per Workstream)	1	Partial (15%)	Remote
Lead Technical Consultant (1 per Workstream)	1	Partial (15%)	Remote
Test/QA Lead	1	Partial (15%)	Remote

Figure 29. Proposed Project Staffing

7.3 Project Change Management

Objective of change management process is to ensure that changes are recorded, evaluated, authorized, prioritized, planned, tested, implemented, and documented.

Change Management Services are activities that are to ensure that standardized methods and procedures are used for efficient and prompt handling of all changes, in order to minimize the impact of change upon Service quality and consequently to improve the day-to-day operations.

Change management process provided below:

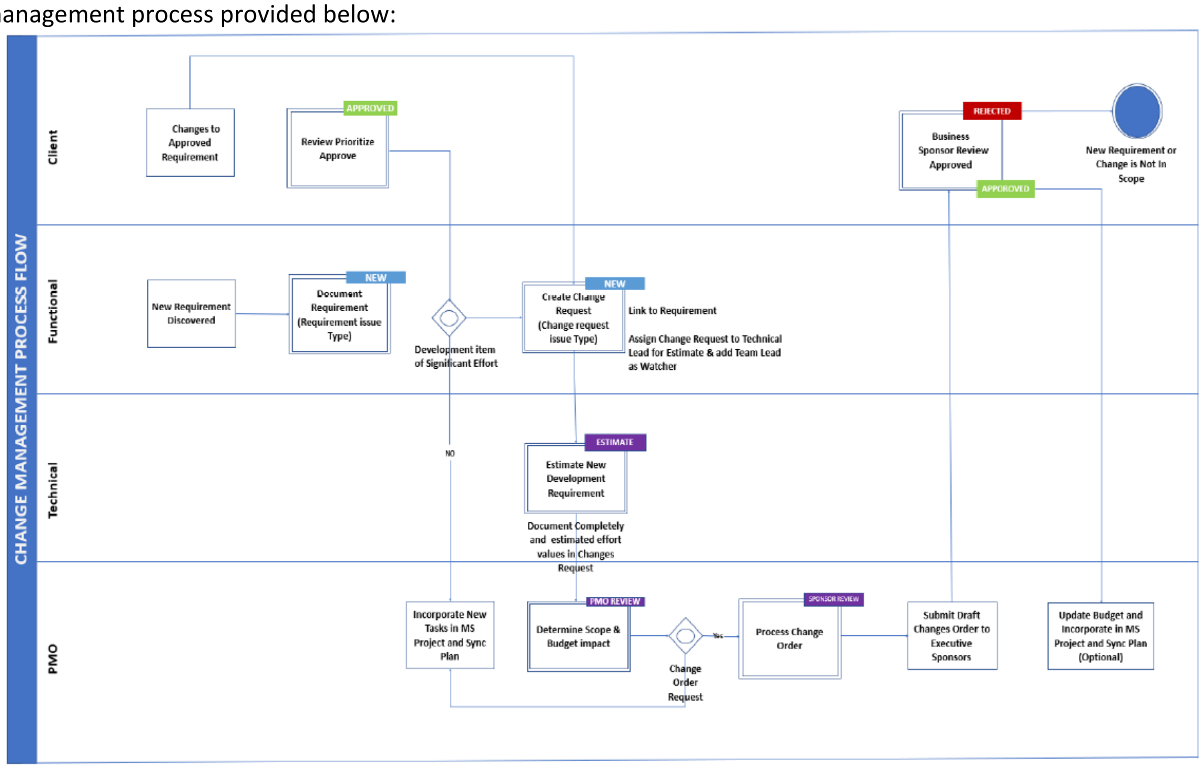

Figure 30. Project Change Management Approach

7.4 Project Risk Management

Risk and issue management is key to the project's success. As summarized in below figure, managing risks that impact the County's project will be an iterative process that will require continual review and monitoring. Following our methodology and own best practices, our approach is one of proactive issue management to avoid project risks and includes both individual accountability and management oversight. Every issue/risk is assigned an owner who has responsibility for managing day-to-day mitigation activities. It includes formal risk plan reviews to monitor the effectiveness of current mitigation strategies, adjust priorities, identify new risks and retire risks that no longer impact the project. These reviews are also used to consider escalation to the County's stakeholders/PMO when executive input is required to resolve or mitigate negative impacts to the project.

We track and manage risks through a Bi-weekly Risk Identification and Issues Report that will be used for each status meeting. We provide the County with a consolidated project report that will cover risks and issues relating to all components of the project.

The Risk Identification section of the report will provide: a description of the risk, a categorization of the risk (such as technical, procurement, training, or communication), an analysis of the causes of the risk, and will identify mitigation approaches and associated consequence.

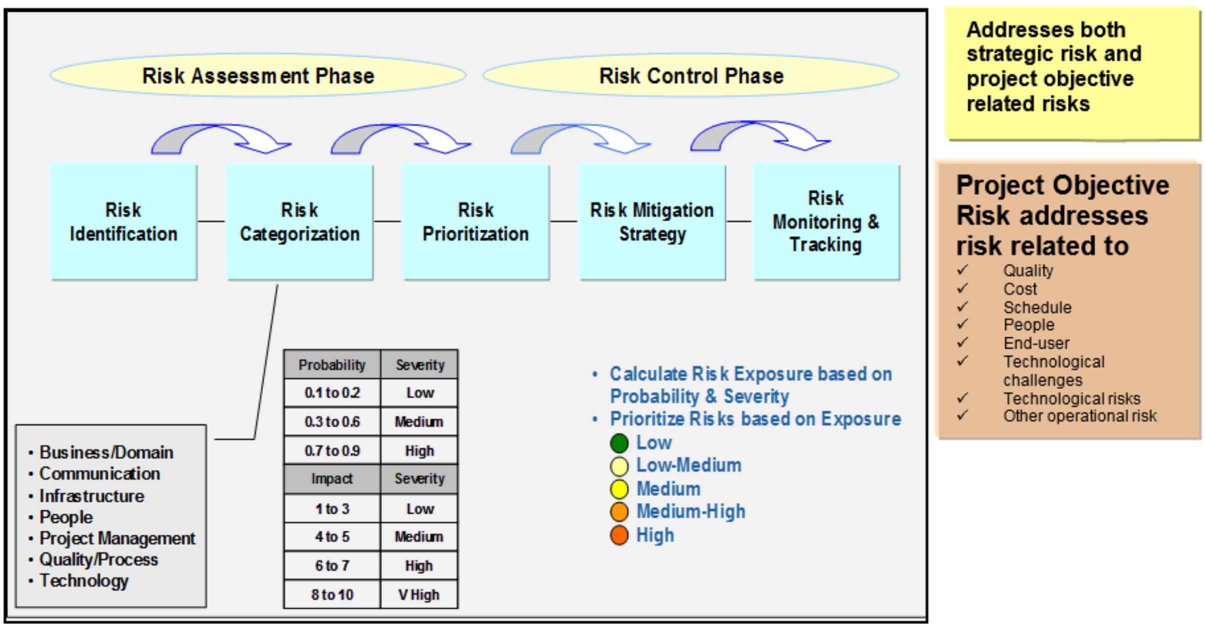

Figure 31. Project Risk Management Approach

7.5 Project Knowledge Transfer

The knowledge transfer (KT) will occur during the life of the projects, and an assessment/review of all deliverables after each phase. If additional KT is required, it must occur during the agreed upon timeline of the project or it may result in a Change Request.

8. Project Budget and Commercials

This section provides the overall budget needs to execute the project.

8.1 Project Pricing

Due to the inter dependencies and timelines with the County's Oracle E-Business Suite upgrade project, we are assuming that our OCM Resource will begin services February 15th, 2021 and will complete his/her assignment by approximately August 13th 2021; we are estimating a 26-week assignment. The current published GSA rates for an OCM Consulting Lead is $177.16 for onsite and $194.88 for offsite. However, Bourntec recognizes the value of the partnership with the County and the importance of this role and therefore will provide this senior resource on a weekly Time-and-Materials (T&M) basis at a discounted rate of $5400 per week.

The estimated duration for this project is 26 weeks and the total estimated project cost for County's E-Business Suite upgrade OCM resource is: **$140,000**

8.1.1 Pricing Assumptions

- Bourntec is offering a weekly rate for County's E-Business Suite upgrade OCM Services as defined within this document. It is also the assumption that the County's Project Sponsors, Process Owners and Subject Matter Experts will approve all County Leadership and Employee communications, interactions, request, and final deliverables associated with OCM, under the guidance and leadership of our OCM Senior Consultant.
- Estimates are based on the preliminary resource requirements defined and the project assumptions documented for the SOW. Any delay due to scope, resource availability and/or the Oracle 12.2.X upgrade may result in a change request.
- Prompt Payment terms: 1% 10 days, Net 30
- Proposed total is based on an estimated 6-month duration, 40-hour work week engagement on a T&M basis. Any overtime will be invoiced as such at the regular rate.
- GSA Labor categories used are as listed below:

Title	GSA ID	GSA Title	GSA Offsite for each consultant	Offered Discounted Rate for each consultant
OCM Consultant	70-13251-004	Change Management Lead	$7795.20/week	$5400.00/week

Figure 32. GSA Labor category utilization and discount offered

9. Appendix

The table below lists the acronyms used in this document

Acronyms	
BTS	Business Technology Staff
CAB	Change Advisory Board
CM	Change Management
CMMI	Capability Maturity Model Integration
DITL	Day In The Life
GSA	General Services Administration
HR	Human Resources
IBP	Industry Best Practices
KT	Knowledge Transfer
LCD	Liquid-Crystal Display
MWBE	Minority and Women Business Enterprise
OCM	Organizational Change Management
OOB	Out of the Box
OOP	Out of Pocket
PDF	Portable Document Format
PMO	Project Management Office
POC	Point of contact
QA	Quality Assurance
RACI	Responsible, Accountable, Consulted, and Informed
ROI	Return on Investment
SBA	U.S. Small Business Administration
SOW	Statement of Work
T&M	Time-and-Materials
TBD	To be decided
URL	Uniform Resource Locator

Figure 33. List of acronyms and abbreviations

10. Project Approval and Sign-off

This approval is for the above detailed work outlined above and acceptance therein. Electronic approval is acceptable.

Bourntec Solutions Inc

Authorized signatory

Signature ____________________ Date 02/05/2021

Pinellas County Business Technology Services

Authorized signatory

Signature ____________________ Date ____________